

Sales Management

THE MAGAZINE OF MARKETING



Nash Stalks the Giants

See Page 48

Owens-Illinois Does It Again—

Hires Summer Crew of College Men

See page 84

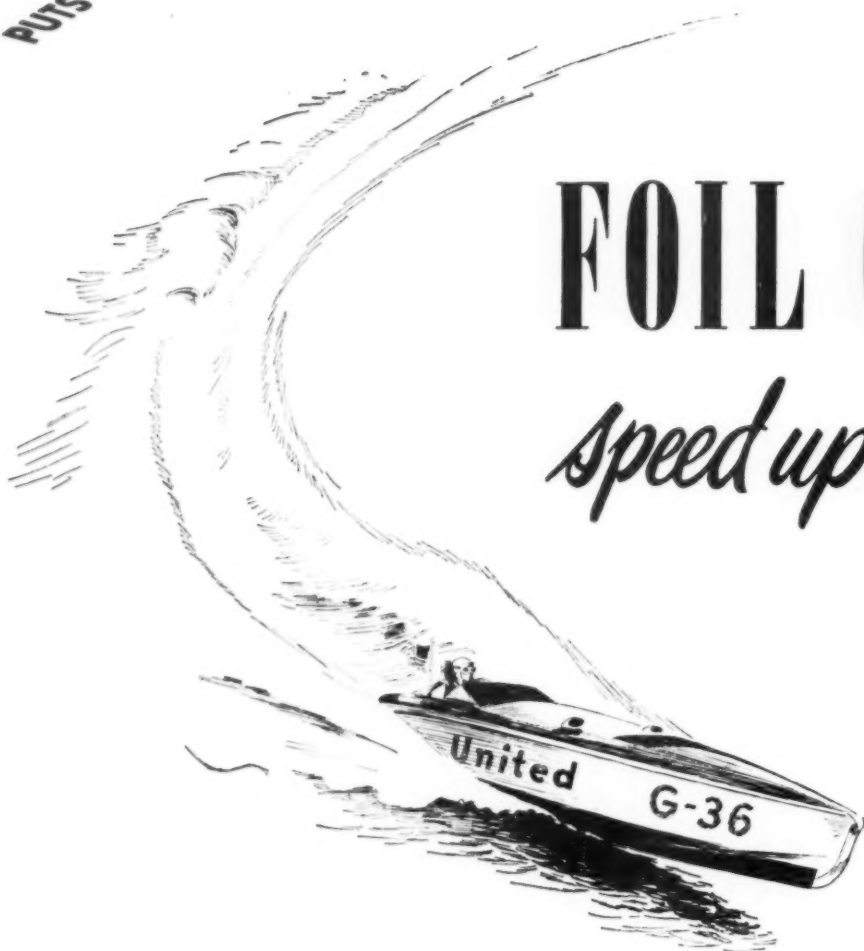


FOIL
PUTS MOTION INTO YOUR PACKAGE



FOIL CARTONS

speed up your sales!



Motion, strongest eye-catcher of store displays, is yours in Foil Cartons. Because Foil is like a moving display.

As its glittering surface reflects light, the pattern of changing shadows creates the illusion of movement. Convince yourself...

walk past a Foil Box and see how this play of light and shadow captures attention and holds the eye.

Convince yourself, too, of how Foil Cartons can speed up your sales and increase profits.

Write today for your free copy of "The Magical Formula."

BOARD MILLS:

Lockport, New York
Thomson, New York
Urbana, Ohio

CARTON PLANTS:

Victory Mills, New York
Syracuse, New York
Brooklyn, New York
Cohoes, New York
Springfield, Ohio



UNITED BOARD AND CARTON
Corporation

P. O. Box 1318 • Syracuse, New York

journal is a diary



but Journal is a newspaper



A journal is a school girl's diary, an accountant's record book, or even that portion of an axle that rotates in the bearing. But Journal is the name of a newspaper.

It's the same with Coke, the friendly abbreviation for Coca-Cola. Like Journal, Coke is a proper name. Consequently it always rates a capital "C." Spelled with a lower-case "c," it means something entirely different.

Also, Coke and Coca-Cola are registered trade-marks.

And good practice requires the owner of a trade-mark to protect it diligently. So this is another reason why we keep asking you to use the upper-case initial on both names for our product—just as you do when you write or print the name of your publication.

Coke = Coca-Cola

Both are registered trade-marks which distinguish the same thing: the product of The Coca-Cola Company.

THE COCA-COLA COMPANY

No other
source of
business
news is as
complete
and
authentic



THE
Journals of
Commerce

TOP MANAGEMENT'S
GOOD RIGHT HAND

53 Park Row, New York 15, N. Y.
12 East Grand Ave., Chicago 90, Ill.

Sales Management

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Please Pardon
This Small 
On Our Own Horn
As We Start Our
18th Year!

MAY, 1933—in the days of bank holidays and tough selling—INDUSTRIAL EQUIPMENT NEWS inaugurated a brand new idea in publishing.

It smashed the existing bottleneck which made broadcasting of product news to all industry impractical—if not impossible. Tabloid format—standardized advertising units—selected industry-wide distribution—revolutionized means of communication between manufacturers with new, or improved, products and operating men in industry who continuously sought new "things to do things with".

MAY, 1950—seventeen years and 200 issues later—INDUSTRIAL EQUIPMENT NEWS has sired a new field of publishing.

As industry's original product news and information service I E N maintains unchallenged leadership—in number and completeness of news items... in number of advertising units... in number of advertisers served.

To the advertisers and agencies whose whole hearted support has made this possible...

INDUSTRIAL EQUIPMENT NEWS

says

THANKS A LOT!

Good for SELLING  because
..... Used For BUYING 

**Details? Write for
"The IEN PLAN"**

Controlled Circulation 60,338

Total Distribution 65,174

**INDUSTRIAL
EQUIPMENT**

NEWS  

THOMAS PUBLISHING COMPANY
461 EIGHTH AVE., NEW YORK 1, N. Y.
BOSTON • CHICAGO • CLEVELAND • DETROIT
LOS ANGELES • PHILADELPHIA • PITTSBURGH



HOW BIG IS A BIG SHOT?

In big cities people seldom recognize celebrities on the street, although their names and pictures are in all the papers. They're big shots.

It's different in localnews cities. There every man is a big shot. People greet him on the street, at school and sports events, club meetings, restaurants, outside of the church. Everybody—including reporters and local correspondents—is interested in him and events in his family . . . weddings, birthdays, confirmations, trips, illness, graduations. . . .

You don't have to be famous or notorious to get your name in the localnews dailies. With them, ordinary, good citizenship . . . round-the-clock happenings in family and community life . . . are good copy—the most interesting kind of news.

The localnews daily is a basic advertising medium because every reader is a big shot in its pages . . . and because, when you come to think of it, stable income and family shopping needs make him a big shot in your marketing plans.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO
BOSTON • SYRACUSE • PHILADELPHIA



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May 1, 1950

Volume 64

No. 9



SALES MANAGEMENT

Farm Interviews

a Year of Capper's Farmer!

This one is typical. The farmer has come up with a new idea... a range waterer on skids. This means less time, less work in watering poultry outside. Other farmers will want to hear all about it—and a Capper's Farmer field editor is here to see that they do.

Because this is strictly Capper's Farmer material. *Farm-tested material.* Not theories... not laboratory experiments... but ideas put to use and proved in action right on the farm. To get them, Capper's Farmer editors drive 125,000 miles a year... farm to farm... visiting and

talking with some 3,000 farm families who are known to have an idea to contribute.

All this so that Capper's Farmer readers can see what others like themselves have found useful and profitable. No wonder Capper's Farmer enjoys a *reader confidence* without equal in farm publishing.

The confidence that comes with farm-tested material is just the atmosphere you want for your farm advertising—yet it's *only one of ten* advantages you get when you advertise in Capper's Farmer!

Capper's Farmer

TOPEKA, KANSAS

CAPPER'S FARMER'S

BIG 10

1. Largest rural publisher in America
2. Richest farm market in the world
3. Best coverage buy
4. Quality circulation
5. No mass small town circulation
6. Farm-tested editorial material
7. Reader confidence
8. Merchandised editorial content
9. Market dominated by farmers
10. Most quoted farm magazine



The Human Side

THE RETAILER—HAPPY AS THE BRIDE

Last week we went to bed one night to the sound of buds breaking forth on twig and vine; awoke to three inches of snow and a letter from our West Coast correspondent who enclosed an envelope containing—orange blossoms! With the pressed blossoms was a covering note. "Honestly," he said, "they're grapefruit blossoms, for orange, lemon and grapefruit are indistinguishable and many a bride is married with lemon."

The weather, the time of year and the orange-grapefruit blossoms got us to wondering, naturally, about brides. We forthwith went up and pressed a call on Helen E. Murphy, editor of *The Bride's Magazine*, a pretty woman whose pink hat hides a man's way of thinking about what she calls a seven-point market. She means the Bride's Market, of course, and she likes to see it in capitals. First off she told us that while people think of June as the great leaping-off month, it just isn't so. June still has a slight edge on other months, but girls are getting married these days in bleak February or hot August, depending on the man's vacation, papa's budget or just when she can get "him" to make the offer.

Miss Murphy says that *The Bride's Magazine* was born because of Mr. Henry Luce's suggestion. Mr. L. didn't know he was making it, but in 1934, during the howling depths of the depression, *Fortune*, "probably as a sop to the poor, dying business world," says Miss Murphy, "had a full-page picture of a bride, captioned to the effect that the charming lady represented \$10,000 on the hoof to furniture and silver manufacturers, dress shops, caterers and the people who saw her married and settled in her first home." The picture set Miss Murphy and Wells Drorbaugh, both at that time Conde Nast employes, to thinking about a magazine that would pay some attention to the bride and make a whole lot more merchants happy.

They put their heads together, made a winter of plans for the new book, did research and shortly after came up with Vol. 1, No. 1 of *The Bride's Magazine*. At that time there were only five bride's shops in the U. S. And these, says Miss M., were not really shops. They merely had a gal around to advise the prospective bride and her mama. Only half a dozen manufacturers specialized in wedding dresses. Everything was custom—or made by mama. The gal who couldn't afford a couturier's creation as her gown had to search for an evening dress that would fill the bill.

Today there are 500 bride's shops in stores located in towns of 50,000 or better population and each has a full-time consultant. Not only that, *The Bride's Magazine* recently came up with *The Bride's Register*, a long form-sheet which lists the bride's preference in silver, her china and glass patterns, her fancy in electric appliances, her bathroom color scheme and the decor of her house to be. This is filed in the same store and when she is asked what she wants as a wedding gift she merely refers the donor

to the Register. There the check list is shown, discreet questions elicit the amount of money the donor plans to kick through with, and suggestions are made. The brides love it since there's less taking back of white elephants, and the stores are in a fever of joy since the average bride gets 50 to 100 presents, which means 50 to 100 customers walking in and begging to spend money. And best of all for the store—few exchanges to cope with.

All this has come about in the 16 years since *The Bride's Magazine* was born. The bride is now thought of as a very important person, indeed. In fact, she is thought of as big business. The average bride represents not \$10,000 dollars (Mr. Luce's *Fortune* bride was very social.) but by actual retailers' figures, \$5,000. She is a customer for everything from pink cakes and wedding dresses to towels, furniture, and all the accoutrements of a home. In addition, retailers have shown that the bride's presents cost an average of \$10. And since she'll get, at minimum, 50 gifts, only 1,000 brides account for \$500,000 in sales!

The Bride's Magazine gives away 150,000 of its circulation. A dozen clipping services send in the announcement of the engagement of every girl mentioned in local papers. Each of these is sent a free copy of the magazine. The magazine, in the beginning, didn't go on the stands and only did so when demand forced it.

Recently Miss Murphy got back 500 questionnaires of some 2,000 which she sent out and in answer to her questions learned that overwhelmingly, today's bride is being married formally. Of the 500 respondents 436 were wed in bridal gowns and the vast majority were married in church with all the trimmings.

COULDN'T GET AWAY FROM IT

Lois Brooks's first job was operating a comptometer and she got jolly well fed up with it. Became business manager of a chain of Los Angeles apartment buildings to get away from it. "I hope I never touch a calculator again!" she groaned.

So, today, Lois Brooks employs 200 comptometer operators all year 'round, adds 50 or 100 more for peaks, does comptometer work for big stores, manufacturing companies and others around Southern California and in the West—60 Sears-Roebuck stores, for example. All told, a quarter-million-dollar business.

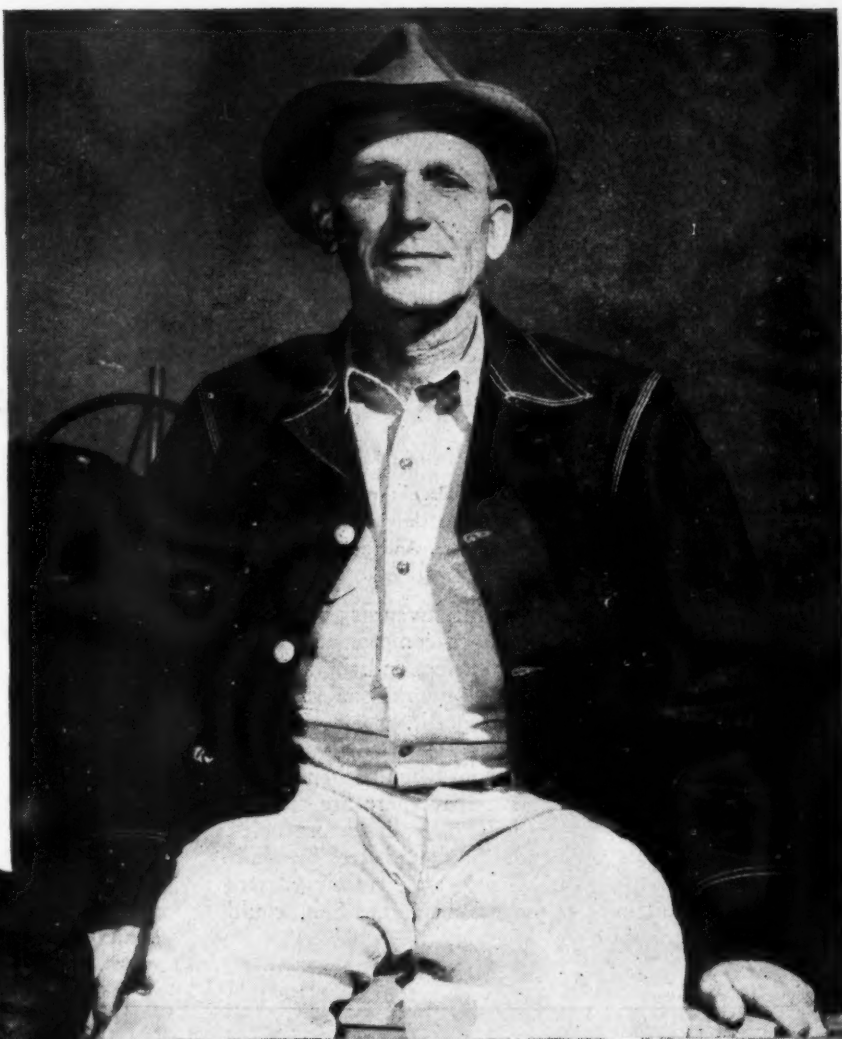
Ten years ago Miss Brooks became an invalid, stricken with pernicious anemia, and ever since has run her Field's Calculating Service from bed, by telephone. To a limited extent she gets around her home with a wheel walker. But in full health she might have done no better in recovering from her economic setback.

"Missouri Ruralist Tops Them All..."

says W. H. "Bud" Gardner,
Rocheport, Missouri, Chair-
man of the Boone County
Ham Show and a past presi-
dent of the Farm Bureau.



"Bud" Gardner holds up one of the famous Boone County hams entered in the last Ham Show. Besides serving as chairman of the show, Gardner is active in agriculture extension work.



"Missouri Ruralist always carries good informative articles in every issue—with new ideas we can actually go out and try. Many of these have meant better crops and livestock . . . and better Boone County hams! That's why we all say — Missouri Ruralist tops them all!"

Missouri Ruralist editors and writers know the people they're writing to . . . they go out and talk to them and listen to their problems. That's why Missouri Ruralist stories get extra attention and consideration. The same interest and trust goes to your advertising in Missouri Ruralist. Tell your product story in Missouri Ruralist for an audience that is willing to listen . . . believe . . . and BUY!

Missouri Ruralist

Published by Capper Publications

Editorial Office, Fayette, Mo.

Business Office, Topeka, Kan.





WHEELCHAIR SUPERVISOR . . . Lois Brooks refused to give up because of poor health. Now she runs a thriving comptometer business in her own home and helps others. And no invalid, she.

Her new start was made by taking inventory of her experience and abilities. She understood comptometer work, and management's accounting problems, and she also had a good telephone personality. Such work, she reasoned, could be done at home, *if* she could get it.

There may be more peaks in bookkeeping than in any other department of business. Anyway there are enough, what with inventories, tax periods, payrolls, emergencies. She figured that peak work could be done better by somebody like herself than by hiring and training extra operators, or shifting employes around. She could eliminate confusion by co-ordination.

Her first move was made by telephone to the manager of a grocery chain, and her understanding of accounting peaks got her her first assignment. Just after the holidays, in 1940, he came to her home, bringing his January inventory work—and from that beginning her business has grown in definite specialized services.

Examples: All kinds of figure work, payrolls, inventories, sales analyses, invoice checking, reconversion figures, vacation help, mailing service. Much of this work must be done to meet deadlines, such as Federal income tax returns for employes and payrolls that must be met under state law. For Sears-Roebuck she does accounts payable and receivable, quarterly payroll compilations, statistical studies.

A manufacturer had a long strike; books were not balanced for 20 months; eastern auditors called for an immediate balancing. She did an almost hopeless job in less than two weeks.

The business has grown largely by word-of-mouth advertising, one client telling others. She is able to put anywhere from two operators to dozens on an emergency job. She also takes on tabulating jobs through a Long Beach company in which she has an interest.

Many of her employes are women who have been with her for years. Paid on an hourly basis, and with the flexibility incident to the work, some work part-time and at home. They earn money to support families, put children through school. Others work regular hours, and are available to be sent wherever they're needed.

THE AUTOMOTIVE PICTURE:

The Newark News topped all New York newspapers in Automotive advertising last year . . . seven days! Why? Because the Newark market is different, MIGHTY different! Ask those in the KNOW!

NEWARK NEWS
Daily and Sunday
NEWARK 1, NEW JERSEY



NEWS REEL



CHARLES T. LIPSCOMB, JR.

Mr. Lipscomb has been named president of the Pepsodent Division, Lever Brothers Co., leaving McKesson & Robbins, Inc., where he was vice-president and general sales manager. Succeeding Mr. Lipscomb at McKesson & Robbins, Mr. Nolen is named vice-president of drug merchandising.



HERMAN C. NOLEN



M. CHARLES BANCA

Appointed manager of the newly created Industrial Television Sales Group of the RCA Engineering Products Department, he joined the firm in 1930.



JAMES WHITE

As manager of contract sales, Air King Products Co., Inc., will be in charge of large contract accounts including engineering development phases.



CHARLES C. DYBVIG

Has been elected president of the American Cone & Pretzel Co., Philadelphia. He was formerly vice-president in charge of sales for the company.



VAN H. NEHER

Newly named general sales manager of the Evan K. Shaw Co., Los Angeles, he had formerly been sales promotion manager for Foster & Kleiser, Inc.



HOWARD M. BOYD

Named sales manager, Parts Division, Sylvania Electric Products, Inc., to direct sales of fine wires, precision parts, fine metal ribbon products, etc.



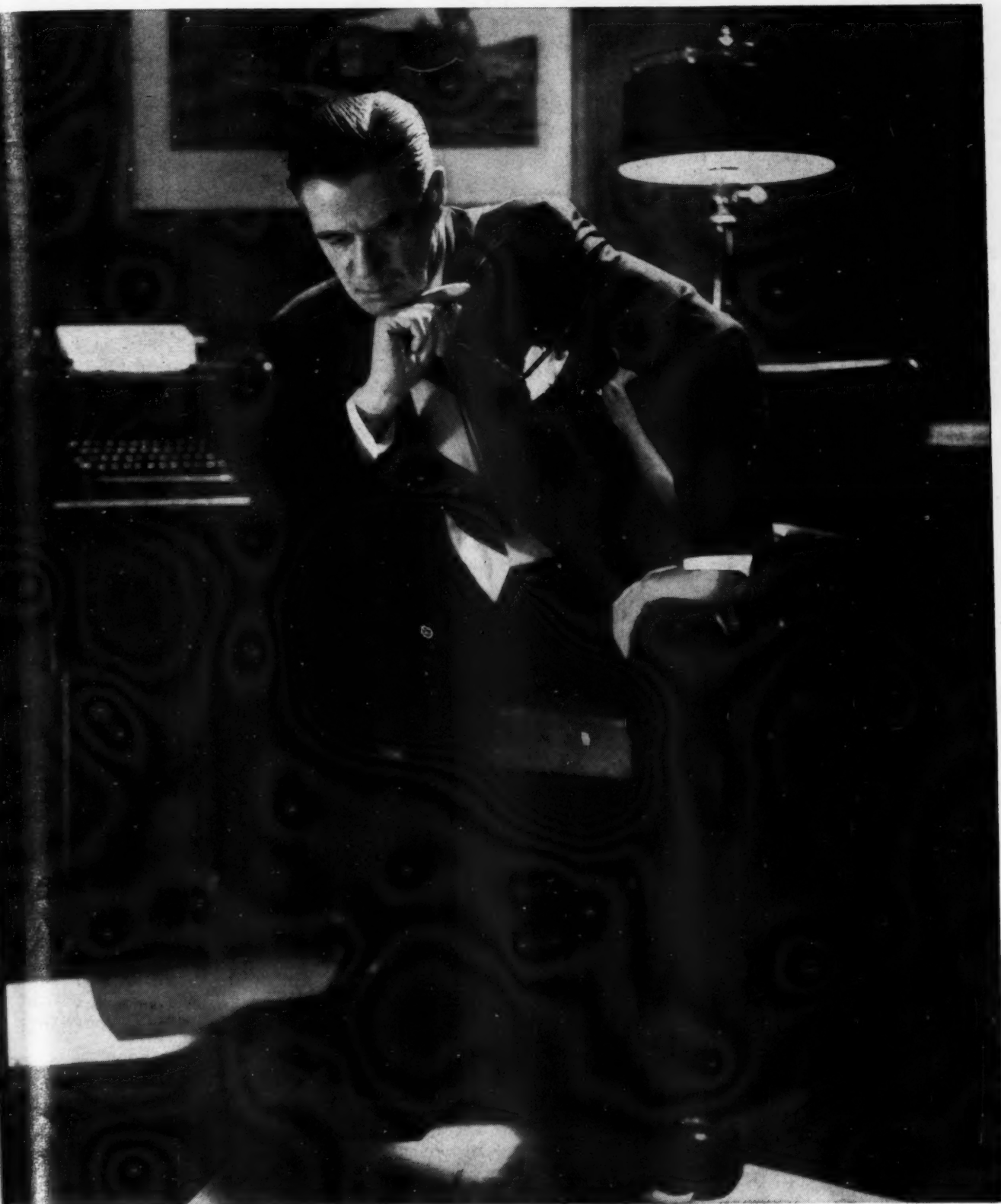
ROBERT C. BENNETT, JR.

New vice-president and sales manager of National Electric Products Corp., Pittsburgh, also named a board member, he replaces H. J. Newton, retired.



We waited

in Town



ATLANTA *Journal*
BALTIMORE *Sun*
BOSTON *Globe and/or Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*

CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News and/or Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*

MINNEAPOLIS *Tribune*
NEW ORLEANS *Times-Picayune & States*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*

ST. LOUIS *Globe-Democrat*
and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

METROPOLITAN SUNDAY NEWSPAPERS, INC.



Many a Sale Walks Away . . . because SOMEONE doesn't know!

Mrs. Kelly wants to buy. Mrs. Kelly likes to know what she will get for her money. Mrs. Kelly will ask questions — and expect factual answers. What happens at this critical point in the sale is definitely YOUR business!



**FACTS — at the point of sale
SELL MERCHANDISE**

Given half-a-chance, the average sales person will do a good selling job for you. But your help is needed. Visualize your sales in clear pictures and plain language. Assemble it in Heinn Loose-Leaf Easel Covers.

Then when Mrs. Kelly asks questions, the answers are readily available — accurate, understandable, authoritative answers because YOU have supplied them.

Heinn Loose-Leaf Covers offer the greatest advantages in the preparation of point of sale material. There is no limit to what can be done by your sales promotion department in the development of attractive, profit-building visual selling aids.

Let us show you how Heinn Loose-Leaf Easel Covers can help you get more sales-power at the point of sale. Write to The Heinn Company, 326 West Florida Street, Milwaukee 4, Wisconsin.

HEINN
MILWAUKEE



ORIGINATORS OF THE "GET WELL" SYSTEM OF CATALOGING



BY T. HARRY THOMPSON

This is going to be another banner year for travel, *The New York Times* tells the column. Its international travel section carried 265 advertisers from 27 foreign countries. Biggest advertiser, Great Britain. Second biggest, France.

I draw still another moral from that. At least 265 foreign advertisers don't expect war this year.

They say the American eagle is disappearing. Maybe he's tired of lugging that fistful of arrows around.

"231 Miles of Road Improved in Jersey" — headline. From now on, "The Jersey Bounce" is just a song.

Dealers in the Paris "Flea Market" get the jump on competitors, if there's anything in a name.

Why does Ireland have so many bogs . . . for peat's sake?

The greeting-card people do a nice business in Get Well cards. There ought to be a brisk market for Get Lost cards, too.

"Don't have an electrical octopus in your home," warns a local advertiser. An electric eel is nothing to have around the house, either.

"For the second time in three days, a man leaped to his death from the Market Street bridge" — Wilkes-Barre, (Pa.) news-item. Not the same guy, surely?

And then there was the lush who was all lit up and no place to glow.

Cornell students were lectured on "Scotch whisky, its past and present." That's the old school spirit!

A judge whose term has expired ain't gonna arraign no more.

"Fire Sweeps Nearby School" — headline. That's expensive janitor-service.

When a mother-in-law says of her son's wife, "She has many sterling qualities, but . . .", brace yourself!

Tessie O'Paque says a stage-coach being ambushed by Indians was among the earliest examples of stage-fright.

Men are to have "Fantom-Weight Fashions" this Summer. They'll be plugged on a ghost-to-ghost network.

Paul Weiner, v.p. of Burbank's Purofied Down Products Corp., likes the column's slogan: "Our down sales are always up."

"The cost-of-living index is down four-fifths of one percent. On a clear day, you can see it with a high-powered telescope." — *The Philadelphia Bulletin*.

Sen. Byrd thinks Uncle Santa should stop throwing money around. Yes, Santa Claus, there is a Virginia.

The Solomon Islanders, a bank reminds us, use porpoise-teeth for money. Makes it easier for the tax-collector to put the bite on a fellow.

What the little Moran towboat said to the Staten Island ferry was: "Your slip is showing."

The King James Version is admittedly a paragon of the King's English, so who's-whomers are naturally puzzled by the phrase: "Whom do men say that I am?"

International Harvester comes up with a theme for its 1950 refrigerators: They're "femineered." Like all good lines, it needs no further blue-printing.



*"2 for 1 bargain
every day..."*

... in the Cleveland Plain Dealer

One newspaper—and only one—offers advertisers these two huge markets at *one* bargain low cost. The Plain Dealer gives local newspaper support in Greater Cleveland and the 26* adjacent counties—intensive coverage of BOTH these rich retail markets. This combined 2-in-1 market area is responsible annually for some \$2,668,699,000—a substantial part of the total retail sales in Ohio. To cover the entire Cleveland market, schedule the Plain Dealer!

	(Cleveland) Cuyaboga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,550,676,000	\$1,118,023,000
Food Sales	389,870,000	288,979,000
Gen. Merchandise Sales	292,468,000	101,952,000
Drug Sales	44,760,000	23,102,000
Furn., Hsld., Radio Sales	82,885,000	52,248,000
Eff. Buying Income	2,516,329,000	1,645,901,000

*Akron, Canton, Youngstown not included

✓ *The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.*

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



General Mills salesmen viewing film in projection room.

FILMOSOUND used by General Mills

THOMAS W. HOPE, Film Department,
General Mills, says:

"We have used Filmosound projectors for many years in our projection booth and at many locations. A number of our salesmen use Filmosounds for showing films at sales meetings."

General Mills puts movies to work, using them very successfully in selling Formula Feeds, giving product information, expressing company policy and educating employees.

To be most effective, industrial films must be shown unobtrusively with maximum brilliance and with full, natural sound. That's why progressive leaders in American industry choose Filmosound.

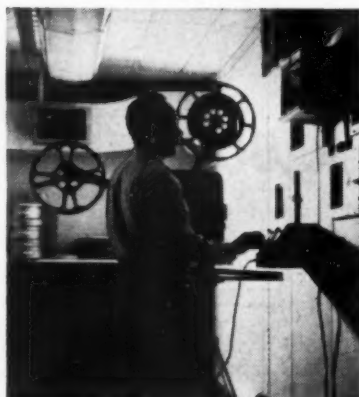
Write today for more information on Bell & Howell projection equipment, precision-built for industry's needs, and for our new booklet, "Free Film Sources."

Single-Case Filmosound. Weighs only 35½ pounds—easy for your salesmen to carry. For 16mm sound or silent film. New Super Proval lens gives sharper pictures than ever! With 6-in. built-in speaker, \$399.50.

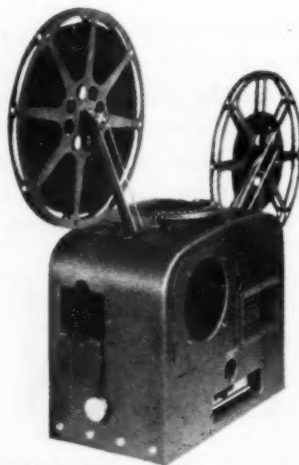
Guaranteed for life. During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for life when you buy

Bell & Howell 7190 McCormick Road
Chicago 45, Illinois



Donald E. Lovell, operating Filmosound in General Mills projection booth.



HEADLINE PARADE

Date With Death—*Book-title.*

You'll be fit to be eyed.—*Warner's Foundations & Bras.*

Superb Shoemanship—*Capper & Capper.*

« « » »

"The nickel is losing its popularity"—news-item. But nickel, the metal, is still in there pitching.

« « » »

Nice play-on-words by Life Savers for Stik-O-Pep: "That old favorite . . . peppermint-stick candy . . . now appearing in a new roll."

« « » »

Quoteworthy: "There isn't any map of the road to success; you have to find your own way."

« « » »

Headline for a soft drink, inspired by the current Camel cigarette copy: "How about a case of throat-irrigation?"

« « » »

Hamilton Clothes-Drier says the clothes-pin is "the badge of a drudge." Still handy, though, when a window is rattling.

« « » »

A. Fibel, s.m. of Necchi Sewing Machine, says: "Now that Mayor O'Dwyer is taking action to get artificial rainfall over New York City, it is obvious that he realizes the condition is cirrus."

« « » »

Two months later, our correspondent still wonders how that Oklahoma City leopard could have traveled 18 miles from the zoo and back again without being spotted.

« « » »

The announcer is always telling me that I am listening to "the sweetest music this side of heaven." Young man with corn.

« « » »

Milton Goodman, president of New York's Gumbinner agency, sends along a brochure titled: "Good ideas cost no more than bad ideas." Unguentine, Roi-Tan Cigars, and Heublein's Club Cocktails are three Gumbinner accounts that nicely illustrate the theme: "Pictures that say something . . . Words that picture something."

THERE IS NO SUBSTITUTE FOR:



COVERAGE

Right across the country, or right around home, National Highway Displays are doing a sound, economical, constant selling job for all kinds of products—the kind of a job they can do for you! National Highway Displays span the country—the most extensive network of its kind!



SERVICE

National Advertising Company has far the finest, best organized staff for the erection and maintenance of highway displays. 25 regional offices—a staff numbering more than 500—are ready to go to work right now—for you.



RESPONSIBILITY

National Advertising Company presently serves the finest names in American industry—firms who invest more than \$10-million a year in highway display coverage. You can be sure when you deal with National Advertising Company. Write, wire or 'phone for details. National Advertising Company, Waukesha, Wisconsin.



*Reg. Trademark of Minnesota Mining & Mfg. Co., St. Paul, Minn.



AND
Scotchlite
REFLECTIVE SHEETING

NAMES THAT GO NATIONAL—Alemite • American Broadcasting Company • Auto-Life • Buick • Burd Piston Rings • Chevrolet • Chrysler • Cooper Tire • Dayton Tires • Devco & Reynolds Paint • Dodge-Plymouth • Du Pont • Evinrude Motors • Fisk Tires • Ford • Fox Head Brewery • Glidden Paints • Hamm Brewing Company • Hudson • International Shoe Company • Kaiser-Frazer • Lincoln-Mercury • Martin-Senour Paints • Miller Brewing • Mohawk Tires • Nash • Oldsmobile • Pennzoil • Pepsi-Cola • Philco • Pontiac • Pyrofax • Quality Bakers of America • Selberling Tires • Society Brand Clothes • Studebaker • U. S. Tires • Willys-Overland, and other sectional and local advertisers.

PEP UP

YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans & products?

Your presentations can be dramatically and forcefully effective through the use of motion pictures & slidefilms.

Let the William J. Ganz Company breathe new life into your next sales meeting.

We guarantee delivery . . . even on extremely short notice!

WILLIAM J. GANZ CO.

Producers of Motion Pictures & Slidefilms

40 East 49th Street, N. Y., N. Y.
ELderado 5-1443

WHICH CHEMICALS PUBLICATION HAS LONG MAINTAINED THE HIGHEST SUBSCRIPTION RENEWAL PERCENTAGE?

It is **OPD**

82.84% for period ending Dec. 31, 1949

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2715 Pages of Advertising during 1949

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

May we send you a sample copy of O.P.D.



Oil, Paint and Drug Reporter

For Chemicals Buyers
The Market Authority since 1871

Schnell Publishing Co., Inc.

30 Church Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lemond Blvd., Long.
8544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.

WASHINGTON BULLETIN BOARD

CENSUS

► This summer the Bureau of the Census will quietly check back on whether people tell the truth to enumerators—whether they lie about their ages and income. A sample of 25,000 returns will be retaken. Families will be queried again. Meanwhile, the Bureau will examine birth certificates, school records and Social Security files.

Final totals for the population census may be revised in line with what the recheck shows. Suppose, for instance, it is found that women take so-and-so many years off their ages. The figures on how old people are will be corrected to allow for that.

The findings will also be compared with the Reserve Board's consumer finance surveys.

For the benefit of private market analysts, the Bureau expects to report the kind of discrepancies it discovers.

► Note that the current Farm Census is designed to give sales managers better information on the agricultural market. The Bureau is going to greater pains not to count suburbanites and wealthy out-of-town estate owners as farmers. Farm data include a lot of information on equipment owned (including washing machines) and dope on gas bills, electricity, etc.

► Chief demand for the state-by-state Business Census figures, providing single sheets for each county, have come so far from media promotion managers—magazines, newspapers, radio and TV. This figure is a useful base in comparing regional trends. Present sheets are only preliminary. Final figures will appear sometime this summer.

► A best seller among market analysts is the recent Census of Manufactures pamphlet "Summary Statistics—MC 201." It contains employment and payroll figures for each industry as well as for counties.

► Business Census figures show that wholesale trade is 350% of 1939 against 300% for retail. This suggests at first look a shift away from direct-to-retailer selling and greater use of intermediaries. That's not the

case. The additional rise in wholesaling mostly reflects the jobbing of industrial, commercial and agricultural equipment that isn't retailer at all. It's part of the general business boom.

COMMERCE

► Secretary Sawyer simply does not see eye-to-eye with the Federal Trade Commission statisticians who fear growing business concentration. He gave his own version in a speech on "Size," which you can get by writing to the Department.

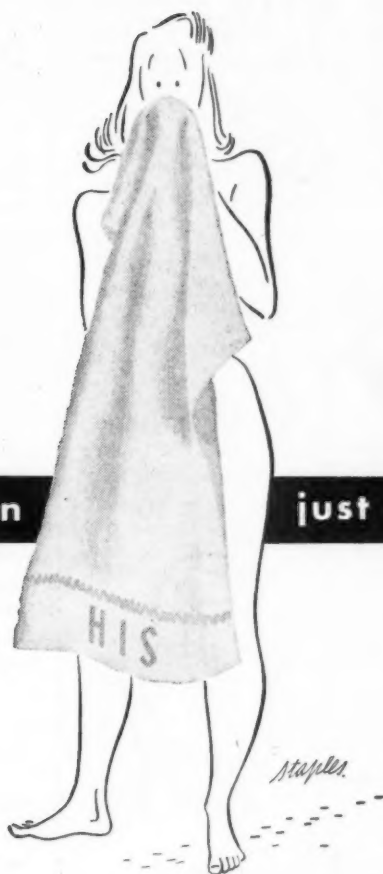
Sawyer points out that the Census figures, based on the manufactures count, don't show a clear trend toward more concentration. Trends are different in different industries. That's for the past decade. Over a longer period, according to his figures, there's been an opposite trend: Top companies do a smaller proportion of the total business than at the turn of the century. Sawyer also says that he thinks that it's good, not bad, for companies to grow. Remember, the Secretary is chief of the President's Committee on Monopoly, so his opinion carries political weight.

► The Department plans its first survey of doctors' income since 1942; recently, it covered lawyers and dentists. A questionnaire is being mailed to 100,000 doctors who will answer anonymously and to 10,000 who will be identified. Among the questions asked: gross, business expense, net, salary income, payments to other doctors for personal medical service, payroll and number of employees, age, sex, place of practice, specialty if any. The American Medical Association will help to get doctors to cooperate.

► The Department is getting some backfire from manufacturers who don't like the plan to increase imports from Marshall Plan countries.

AGRICULTURE

► Probably more than any other Department, Agriculture lets contracts for sample surveys—what people buy, what they like or dislike about com-



some women

just don't face the tissue

Not the women *you* know, of course. Among *your* acquaintance, every female over 15 uses facial tissues by the bale. But beware of overconfidence in your personal cross-section of U.S. women.

Because in one region, in a recent quarter, they used up tissues at the per-family rate of 720, while in another consumption sagged to only 260—less than three single tissues a family a day.

It's one more proof of the fact that you simply can't match sales opportunity with advertising that merely follows population.

For top performance in 1950, whatever your product, you need the medium that lets you balance *pressure* with *potential*.

That's why so many advertisers in 1950 are turning to *newspapers*—the medium that lets you concentrate your *advertising* the way you concentrate your *salesmen*, in recognition of the inescapable fact that

All Business Is Local

Bureau of Advertising. American Newspaper Publishers Association, offers a host of information on the new market-by-market approach to advertising. For your copy of the new booklet, "The Last Frontier of Profits," write or wire us at: 370 Lexington Avenue, New York 17; 360 North Michigan Avenue, Chicago 1, or 240 Montgomery Street, San Francisco 4.

Sponsored by The Des Moines Register and Tribune in the interest of more effective advertising.





"Magnifique! Mon cher Napoleon..."

our new love nest is precisely as we planned it — tout moderne!"

C'est vrai! Home-planners are the buyers and specifiers of building materials, equipment, appliances and home furnishings in the "owner-occupy" new-home market. Dr. Daniel Starch discovered this fact . . . home-planners are definitely the *dominant buying factors* in this rich market.



No wonder saleswise manufacturers recognize home-planners as the profitable prospects they are. No wonder leading firms insert their descriptive, *detailed* consumer literature in Home Owners' Catalogs. No wonder sales are born when home-planners are given *full facts à la* Home Owners' Catalogs!

Daniel Starch reports, "Readership of individual catalogs in Home Owners' Catalogs ranks among the highest for this type of sales literature of any we have studied." Home-planners themselves say Home Owners' Catalogs is "the one specific source that provides the most helpful information about all kinds of products and services for new homes."

Let Dr. Starch's findings guide you to more sales in the profitable Home Owners' Catalogs market. For a copy of the full Starch report, write to Dept. "S".

See Standard Rate & Data Service (Consumer Magazine Section) for complete information on Home Owners' Catalogs.

Home Owners'
CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. DODGE CORPORATION'S CONSUMER CATALOG DISTRIBUTION SERVICE

peting products, what they already have, etc.

Officials who do the contracting more and more insist upon "probability" rather than "quota" samples. The probability sample is the kind in which you poll, say, every fifth or five-hundredth person. In quota sampling you try to get proportions for each age, income and other brackets equal to those in the total population. Gallup's 1948 poll used the quota system.

Officials say that through various refinements they've gotten costs down on probability polls: Expense has always been the great objection.

The Department doesn't insist at all times upon this type of survey. In negotiating jobs, it listens to backtalk. Sometimes people come up with new techniques, which it uses.

Officials are convinced that sales managers, who buy polling jobs from time to time, could benefit from the Department's wide experience as designer and buyer of polls.

► Commodity Credit Corp., which supports a lot of crops, is trying to do a selling job on the Defense stockpiling authorities. It would help the CCC budget if the Munitions Board agreed that some of the farm goods should be stockpiled.

► The increase in the country's food bill since prewar largely reflects a changed diet by the poorest third, according to Bureau of Agricultural Economics. People who used to live on potatoes now also eat meat, butter and drink milk. The middle and upper classes eat more fruits and vegetables, particularly the frozen kind, but otherwise haven't changed their diets.

► The Department has about \$150,000 for a survey of the condition of farmers' residences. There will be a lot of data on their ownership of household goods.

FEDERAL TRADE COMMISSION

► Notwithstanding opposition by the auto dealers, FTC is likely to promulgate a code of fair practice, requiring a breakdown of finance charges. Dealers objected that such a breakdown would conflict on various points with state regulations: usury laws, etc.

In the past, where codes were promulgated without the assent of those covered by it, companies refused to sign but obeyed. Officials think that's what would happen here.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending May 1, 1950

BIGGER AND BETTER

Even when you are away from these shores for such a short time as five weeks, it takes a little while to get accustomed again to the bigness of things American: Our incomes, our autos, our buildings, our prices; almost everything—including unemployment—is on a larger scale than in England or the continent.

The sales executives returned from England to find general business even better than it was when they left, and if the current state of affairs at the SALES MANAGEMENT office is typical of the ten other businesses represented by members of the American team, we can find encouragement to go away more often and stay longer. My associates did a beautiful job without me—and for me.

We returned to find the stock market boiling over, with the economists both inside and outside Government agreeing that the second half will also be good and that 1950 as a whole will be in almost every way bigger and better than 1949. They say that more consumer durables will be sold, more new houses will be started, consumer incomes and profits will be larger.

They may be right, but a lot of the talk today is reminiscent of the spring of 1929. I'm not arguing that conditions are the same and I'm not predicting any collapse, but perhaps it's because I've just been in countries where it's much harder to make a good living that I am a bit suspicious of the *easy* way. But being of an optimistic nature, I'll probably get in step with the crowd.

Technological advances seem to be creating considerable unemployment and exports are declining while imports continue to gain. Technological advances and increased imports are good for the long haul, but can be upsetting temporarily. Composite indexes never tell the complete story, and never were they more confusing than at this time. The steel and automobile industries are booming but most textiles are receding; the aviation industry is favored with rising orders but shipbuilding is stalled. Grain and cotton factors are firm but total farm income is declining. Treasury collections are less than anticipated, although total income is higher than in the last quarter.

PREMIUMS FOR SALES ABILITY

There is enough bad news sprinkled in with the good to keep us from becoming smug and self-satisfied. Much of our current prosperity is artificial. Take away the stimulus of Marshall Plan spendings and the plans for arming ourselves and Europe, and where would we be? Certainly we would have a sales job which we might not be able to handle.

Shortly after returning home, a businessman who is both successful and thoughtful told me that he is beginning to wonder whether the late George Orwell had not

been particularly prophetic in the book called "1984" when he said that for several decades all nations had done such a good job of production as compared with distribution that the only way they could take care of the mounting surpluses was to create continuing threats of war and periodic shooting wars.

So long as so much of our prosperity is of a *shot-in-the-arm* basis, we shouldn't take too many bows for having brought it about by superior selling ability, and company management should be prepared to increase the outgo for all forms of selling, including advertising.

Looking at the national economy with a relatively fresh viewpoint, it seems to me that the best current news is to be found in a set of figures which doesn't seem to be getting much publicity. I refer to business inventories. A chart prepared by A. W. Zelomek traces the course of business inventories for the years 1948 and 1949. Picture in your mind's eye a map of the United States. In January, 1948, the dollar value of business inventories was about as high on the scale as Los Angeles is on the map, but by the end of the year the inventory total was somewhat north of Boston . . . In January, 1949, inventories started on the level of Portland, Oregon, but by the end of the year were down about where Atlanta, Georgia is. Currently they are *much* lower than a year ago, but have begun to rise.

The inventory figures indicate that the sales organizations of manufacturers can pump considerably more merchandise into the wholesaler-retailer pipelines without much fear of creating an explosion.

THE BRITISH AUTO INVASION

Our relatively small volume of imports is highlighted by several items in the current news picture. British makers of motor cars and motorcycles have concluded what seems to have been a relatively successful exhibition at New York City's Grand Central Palace. The goal of the British auto industry is the export of 50,000 cars a year to the United States by 1951. That number of cars would yield Britain about \$100 million, but it should hardly cause American manufacturers any sleepless nights because the amount would represent only 1% of U. S. production, hardly a competitive figure. In 1948, with American cars hard to get, we bought 28,000 British cars and trucks, but the number dropped to 7,100 in 1949.

We think of British whiskey as being an important export but last year the Scotch and Irish whiskey makers received only \$14 million from American buyers . . . French exports of perfumes, wines and cognacs to this country seem important until you look up the actual figures and find that neither perfumes nor spirits returned as much as \$5 million to France.

The cold figures show that the United States and Canada continued to be each other's best customer in 1949, with the United States selling to Canada products

valued at \$1,951,860,065. The value of Canada's exports to the United States in 1949 was \$1,503,458,711. Canada's per capita purchases in the United States totaled approximately \$142, while the United States per capita purchases in Canada totaled approximately \$10. On a per capita basis Canada spent more than 14 times as much in the United States as the United States spent in Canada.

Again—to revert to the cold figures—the U. S. A. per capita consumption of British-made products in 1949 was only \$2.

The significance of such figures is driven home when you travel in these foreign countries and make note of the many American products that you do *not* see—either because the government finds it necessary to forbid the importation of such products and/or because the people can't find the equivalent dollars with which to buy them. Then when you dig into the balance of trade figures you are startled by the relatively small amount necessary to correct the adverse balance. According to Sir Cecil Weir of Britain's Dollar Exports Board, the sale of another \$400 million worth of British products in the U. S. A. would completely bridge the dollar gap (only $\frac{1}{3}$ of 1% of our retail sales) and then England would be able to buy many American products which are not available now. To take an example which was rather forcibly driven home to the members of the American sales team—the Scott Paper Company and many other American makers of toilet tissues could greatly increase their sales and make themselves seem worthy benefactors to the suffering British public if Britain is able to take down the barriers against so many of our products, including paper specialties.

But we can't sell more over there unless we buy more, and in that connection Paul Hoffman deserves the support of all American sales executives in his efforts to spur the sales of English and European products in this country.

MORE MONEY FOR ADVERTISING

One of the most stimulating and provocative analyses we have seen in a long time is to be found in the current issue of "Grey Matter," published by the Grey Advertising Agency, Inc., 166 West 32nd Street, New York City 1, issue of April 15. It deals with the cost of advertising, and lists 18 capsule reasons for believing that the *real* cost of advertising has gone up since 1940 and that budgets must be increased. For example, they call attention to a greater total volume of advertising and maintain that the more advertising there is, the less the public can absorb, retain, act upon. They argue that the greater variety of advertising media clamoring for the public eye and ear increases the cost of securing favorable attention; that retailing has gone robot and advertising must now create *demand*, not merely secure acceptance; that the less floor selling the more a brand needs *pre-selling* . . . You may not agree with all of their reasons, but you will with many. Ask them for a copy.

In this connection the Advertising Manager of Esso Standard Oil Co. told the AAAA convention last month, "Do not throw away a good advertisement after using it once; repeat it." This company figures that any advertisement is not read by more than 20% of the circulation and that the other 80% should be given an opportunity to read it. Surveys made by his company reveal that repeat copy, used one to three years apart, is highly productive in its outdoor advertising program, and the company is now giving the repeat-copy idea a thorough test in newspaper advertising. He says, "For each newspaper advertisement we repeat, we save 10% of the cost that customarily goes into art and mechanical preparation of the original advertisement."

PHILIP SALISBURY
Editor



The Business Trend increased 13 points from its February level, reaching 229 in March, 1950. This comparatively high level, the highest since January, 1949, reflects the upward surge in business.

The estimate of the Business Trend for April is even higher. Both New Orders and Business Spending are expected to continue their increase, bringing the Business Trend to about 235.

Every Company Employee Is Really a Salesman

BY JOSEPH M. TRICKETT

Dean, School of Management, Golden Gate College

"All business is selling." This is a great-common-denominator idea still far under-exploited as management philosophy. Where such a concept is accepted within a business family, it will go far to erase inter-departmental friction and bring about a new standard of company teamwork.

Recently one of the West Coast's real management thinkers and writers, Alexander R. Heron, vice-president of Crown-Zellerbach Corp., has been expounding a new theory which may prove to be one of the broadest horizons which sales management, or for that matter, American business in general, has faced in a long time. His thesis is that "all business is selling"; that is, that every effort of every person in any business organization is actually directed at the sale of the company's product. In fact, it is only through the sale of a commodity or service to the ultimate consumer that any job is created or maintained for anyone in the entire organization.

Here is a real horizon for the sales manager. One of his big jobs will be to see that a "sales point of view" permeates the entire organization. In fact, unless satisfactory sales is the long-range point of view of every one in an organization, that organization cannot last. It must finally go down in the struggle with a competitor's organization in which everyone has a sales point of view and realizes that his job is to see that the company sells more and more of better and better products. As Don Mitchell pointed out at a recent American Management Association Conference held in San Francisco, "Competition is no longer just a sales problem—it is a problem of the entire organization."

This may be the long-sought-for answer to the problem that management has faced in trying to build a genuine company team, an *esprit de*

corps that erased all departmental boundaries and bridged all barriers of rank and position. Who is better prepared and qualified to lead this campaign than the man who is *finally* responsible for the sale of the company's products—the sales manager?

For a number of years I have been actively observing, studying, and working with management—particularly sales management. During this time I have been seriously impressed by the many criticisms directed at all levels of sales management. Right or wrong, pertinent or impertinent, these critics are both loud and numerous. Let's take a look . . .

1. Sales management is not "scientific," it lags behind management developments in other functional areas. Sales executives manage by hunch and by rule of thumb rather than on a basis of soundly developed facts.

These are pertinent criticisms, especially when one contrasts the informal approach to selling problems in some companies to the manner in which the same companies' accounting, engineering, and production departments approach their problems. It could be fairly said, I believe, that production, accounting, and financial executives have been more prone to form professional associations and groups in an attempt to "professionalize" themselves. In such groups, there seems to be more willingness to exchange information and to learn.

Another contributing factor, especially in production and accounting, is that companies have for many years been definitely attempting to build up the level of technical ability in these departments. Thus, major concerns have combed the country to hire the best young men from college and university graduating classes—to make them into industrial engineers, cost accountants, auditors, and financial analysts. Business generally has not gone on such "talent hunts" for recruits for its sales departments. Perhaps the fact that almost the entire "scientific management movement" has taken place in the production and engineering phases of business illustrates the relative lack of management development in the distribution field.

One writer in discussing current marketing techniques has described sales management as "that great area of industrial haphazardry." He isn't far wrong. Guessing, asking opinions, depending on personal experience, rule-of-thumb decisions, and similar unscientific approaches are all more prevalent in marketing than in any other major functions of business.

2. Sales executives are always on the defensive about their problems and prospects. They tend to be over-optimistic. They are not sure where they are or where they want to go.

Here again, there is more than a little truth. One of the chief causes of these attitudes, in my opinion, is the type of men who have become sales executives in many companies. The star salesman is likely to be over-optimistic; he is likely to have his eye mainly on day-to-day problems; he is likely to be superficial rather than thorough and analytical.

Being conscious of some of these inadequacies, he tends to get on the defensive if he is promoted and placed in competition with more professionally minded management people. The conclusion (oft-repeated): Star

salesmen usually do not make star sales executives. Likewise, the subject of planning only recently began to have meaning in the marketing department. Sales programs, product lines, customer service not always have been based on accurate market information, or good market estimates.

3. The best men do not go into sales. The field of selling appeals to men's grosser appetites and characteristics; more money and prestige can be had in other business occupations.

Here our critics begin to weaken. In the first place, an increasing number of top people are interested in the broad field of marketing as a career. At the General Management Conference recently held in San Francisco by the American Management Association, one of the speakers pointed out that there seemed to be a decreasing interest in selling jobs. My observations of beginning sales jobs differ from this and I believe that today some of our best young men are aspiring to successful careers in sales management, although this has not always been so. For example, in my class at the Stanford Graduate School of Business, 12 years ago, the best men were choosing finance, production, or accounting as the fields in which to carve out their careers. On the other hand, among young men just completing their business education at our School of Management, all of the top men and 85% of the total class already have jobs in sales or are looking for such positions. All of them aspire to be a sales manager.

In my opinion, this experience, plus the observations of my acquaintances, bears out the fact that there has been a change of opinion about the function of selling. College graduates today know that the prestige and the compensation of top sales executives are at least as high—often much higher—as those of other top executives in business. The recognition given to such really top-flight executives as Don Mitchell of Sylvania Electric Products, Paul Hoffman of ECA, and Charles Luckman, until recently of Lever Brothers, all of whom came up through the sales channel, has done much to answer these critics. All of these men are recognized as "professional" managers. They all have assumed their managerial and social responsibilities, in the fullest sense of the word.

4. Sales executives lack factual information. They have little knowledge of distribution costs and know that such costs cannot be controlled. They are not "management-minded."

These criticisms, in my opinion, will be short-lived. In the first place, all sales managers whom I know are getting more and better factual information upon which to base their plans and decisions. I shall say more about this later, but I believe that marketing research as an aid to sales management, for example, is about to come into its own. I have noticed more and more conference time and magazine space being devoted to the challenging problems of distribution cost control. Today's sales managers are well aware of the possibilities in this connection and the top ones have already set out to do something about it. These new sales managers are insisting that they be provided with

executives are too independent. They want service but they don't want to work with the rest of the organization. Salespeople want to run the whole show. They think selling is the most important function of business.

There is something about "outside" customer contacts which makes salespeople and sales executives feel that they are "different." It becomes a real detriment to a company when a sales executive sets up an independent department with a fence around it. An effective sales organization should be a part of the entire company organization. This means that all people involved are on the company team, first, and only secondarily on the



performance standards and expense budgets to avoid "flying blind." In this connection, they ask their accounting departments and other staff agencies to provide them with information, instead of merely accepting accounting or other information in any way the staff wants to present it. In short, they are learning *how* to use staff organization and information. Finally, the best managed companies are improving the selection and development of their sales executives. They know that good sales managers don't just happen—but must be "made to happen." They are setting up sales executive training programs which will "convert" capable salesmen into capable sales managers.

5. The sales department is an empire within the company. Sales ex-

sales team. In this connection, the sales executive has two challenges:

1. He must see that a sales point of view, an awareness of customers and their requirements, permeates the entire organization of the company. This must be reflected both in top-level decisions and policies and in front-line work relations.

2. He must see that a company-wide, over-all point of view is maintained throughout the sales department. Each person in the sales organization must realize that he is in the company to work with everyone else in the achievement of the company's general objectives.

While it is true that any manufacturing business exists to make and to sell a product, no one has been able to determine which of these line activities is of greater relative importance.

In fact, the subject of "importance" should never arise because *sales* and *production* are certainly of equal importance in achieving the company's purpose. In addition, the major staff functions are necessary and important to the over-all operations of a company.

The Need to Clarify Line and Staff Relationships

Perhaps one of the most serious threads of criticism which runs through several of the comments listed above is that which indicates a lack of co-ordination between sales and other essential parts of business operation. It is true that the chief job of sales management is to sell the

are the *services* which certain staff departments should provide the sales executive and his associates (personnel, engineering, statistical, traffic); continuous *advice* which other staff units should provide (legal, public relations, economic); the real *control* methods and systems which other staff agencies should operate for the benefit of sales management (accounting, credit, personnel administration).

I maintain that it is up to the chief sales executive to insist that these facilitating staff departments properly serve him. After all, that is their only purpose, in addition to providing similar services for the production side of the business. If these staff departments are allowed to develop their

tising, sales promotion, market research, order service, sales accounting and statistics—all are part of the over-all marketing function and all could be more fully utilized by most sales managements. The proper internal organization of these activities involves a clear understanding of the way in which their actions impinge on or affect the individual salesman and his actions. Most salesmen, in private conversation, would readily admit that they either do not know of such aids or that such are not aids at all but are actually hindrances to effective selling.

Now We Must Market a System . . .

Sales managers generally consider that they have almost reached the status of a profession, and rightly so. In fact, theirs is one of the most complex, highly paid, and challenging of all professions. I remember reading something to the effect that a professional man views his work not only as a skilled service to a client, but also in terms of its consequences for society. The professional sales manager's greatest horizon is his opportunity to sell, both at home and abroad, *his* way of life, *his* business system, and *his* type of management leadership.

We read a lot these days about private enterprise, capitalism, and democracy being "on trial." We hear statements, from labor and from government, telling us that it is up to private business leadership to lead—or else. There is meaning in this for sales management and for all others on the distribution side of American business. It is said that Russian business needs production management, that it needs engineers and technical leadership, that it even needs accountants and others to keep records and statistics. But . . . I doubt very much if the "profession" of sales management means much in Russia. In short, sales, selling, marketing—as we know it—is the very heart of the American business system. It behooves the leadership of this part of our economy, therefore, to become individually, the best qualified exponents of what is right and good in American business.

Here is a horizon for sales managers. Here is an opportunity for each to begin in his own company to sell the American business system. Then, through his many outside contacts, to spread the philosophy of private enterprise. Who knows as much about it? Who can do it as well? Who has a greater personal stake? I believe sales managers will meet this challenge ". . . a horizon is nothing save the limit of one's sight."

A DOER AND A THINKER: (on right) Joseph M. Trickett's well-balanced point of view was developed in a rich—and rather peculiar—sequence of jobs as laborer, truck driver, plant operator, warehouse foreman, salesman, supervisor, employment interviewer, personnel supervisor and organization analyst. A believe-it-or-not career pattern.

In 1946 he resigned as director of organization planning for the Columbia Steel Co. to assist Golden Gate College in organizing its new "School of Management." Today he heads up the School as its dean.

A graduate of Stanford, he's active in the Society for the Advancement of Management, the American Marketing Association, the San Francisco Sales Managers Association. His interest in executive training grew out of his work as a management consultant.

company's product. It is also true that this is in every sense a *line* activity of the company. Moreover, as already noted, some top managements are essentially production-, engineering-, or research-minded and have been hesitant to see that comparable scientific methods are applied in the sales department. This has brought about a natural conflict with salespeople whose chief aim is distribution.

As I see it there are two related, but different, organization problems involved. The alleviation of either or both of them will materially improve the effectiveness of the marketing function. They are:

1. A clarification of the proper relationships between the sales department and other departments of the company: Particularly involved

programs chiefly for the manufacturing department (usually on the theory that most of the people are in production), then the types of criticisms mentioned above are bound to arise because the salespeople feel that they are running in the side show instead of in the big ring in the main show.

2. A clarification of line and staff relationships within the sales department: There are certain activities which are so close to the selling of a company's product that they are usually found as a part of the sales department itself or are functionally tied thereto. Within the sales department, the line activities are those *directly* involved in actual solicitation or getting the order. All other activities exist to facilitate or aid these line people and activities. Thus, adver-

They're in the News

BY HARRY WOODWARD



◀ HE NEEDLES THE BIG 3 . . .

what's more they're beginning to feel it! George Mason, Nash-Kelvinator's 233-pound prexy, is no giant slayer; he doesn't expect to push the Big Three auto-makers off the boards. But after sitting in on a quiet, well-mannered session with the giants in his capacity as president of Automobile Manufacturers Association, he rushes back to his own bailiwick and dreams up plans for

whittling down some of their sales percentages. His latest "extraction:" the new Nash Rambler, a five-passenger convertible to sell below the cheapest Big Three offering. Then there's the "NXI" (N for Nash, X for experimental, I for International) car. It's a two-seater to sell for less than \$1,000. Mason is showing its prototype and watching to see how much interest it generates before thinking of production. That's the kind of man he is: shrewd as a witch, an old-style automobile man with new-style ideas. He went to Nash during the tail end of the depression. To get him, Nash had to buy Kelvinator, of which he was president; Mason and Kelvinator went to Nash for \$59 million. On page 48, there's more of the Nash story. Which is, in the broadest sense, George Mason's story. He'll bear watching by the giants.



◀ **COKE AND CAPSULES . . .** have figured heavily in the career of Charles T. Lipscomb, Jr. From 1939 to 1942 he was with the National Sales Department of The Coca-Cola Co., stationed down in Atlanta, the home of the "coke." But he's been firmly entrenched in the drug business—where he began—since then. At the moment he's adjusting the swivel chair in front of the desk marked "President," at Pepsodent Division of Lever Brothers. He just took over the job after nearly eight years with McKesson & Robbins, Inc.—most recently as vice-president and general sales manager. The Coca-Cola association, however pleasant, was a sort of divertissement. He began with Vick Chemical, served them 11 years and left while he was sales manager. He lives in Manhattan and his great outside interest is the New York Sales Executive Club of which he is president.



◀ **HE LEARNED FROM THE MASTER . . .** The late Geo. Washington Hill was never a man to take gambles, in money or men—unless it was a pretty sure gamble. For him the same repetitive advertising, the same march-time music on his radio program. Today one of his boys, Paul M. Hahn, has climbed the ladder to the perch which Hill himself occupied—president of The American Tobacco Company. Paul Hahn was hired by Hill back in '31 as a director and assistant to the great man himself. A year later Hill, who probably visualized that one day Hahn would occupy the driver's seat, made him a vice-president. A decade later Hahn was moved into a presidency—ATC's principal subsidiary, American Cigarette and Cigar Co.—for the final grooming. Last year, still its president, sales for the subsidiary were exactly a dozen times what they were in '39 before Paul Hahn took over.



◀ **POPAI . . . POSTWAR BABY . . .** has a new president; suave, mustachioed—Edward K. Whitmore. POPAI (pronounced "Popeye") is a name becoming increasingly well known. The letters stand for Point of Purchase Advertising Institute. Five years ago it was a mere dream. Today point-of-purchase advertising has become a major advertising medium with between 500 and 750 million spent on it annually. Recently POPAI held a two-day annual exhibit in NYC's Waldorf-Astoria with more than 4,000 people visiting the 52 exhibit booths. The show's theme was the "tie-in theory": joint planning by advertisers, agencies and point-of-purchase specialists to insure successful consumer drives. POPAI's president is president, also, of Oberly & Newell Lithograph Corp.; he's chairman of New York Liquor Advertising League and a member of the board of Advertising Federation of America, as well. He lives in suburban Jersey, golfs ardently for relaxation.

*Based on an interview
by Lester B. Colby with
WILLIAM M. STUART
President, Martin-Senour Co.*



New Wrinkles in "Custom Color" Capture New Markets for Nu-Hue

Latest development in Martin-Senour's "prescription plan" for mixing paints is a Color Harmony Selector. Designed with the special needs of smaller outlets in mind, it opened 1,100 new accounts in 10 weeks after its introduction.

When the Martin-Senour Co., Chicago paint manufacturer, tossed its Nu-Hue Custom Color program into the paint wars about three years ago, a bomb was exploded. It is still echoing and re-echoing. The industry never has been quite the same since. People intent upon home decoration gasped, especially women. Dealers applauded. "Color Bars" were quickly set up in leading department stores such as Marshall Field in Chicago and J. L. Hudson in Detroit.*

"Our sales expanded and have con-

tinued to expand in department and other stores where the new color program was tried out," says William M. Stuart, president of Martin-Senour. "We were selling not paint alone, but color, harmony in color. Our method made selection of correct combinations easy and sure. That was the key to attracting buyers.

"Shortly after last January 1 we launched a new development," Mr. Stuart explains. "It is a mechanical device called a 'Color Harmony Selector.' In 10 weeks we opened up

1,100 new accounts. Cost of the device, with starting stock of paints, calls for an investment of only \$300 to the dealer. Based on experience, the result of field tests, we figure that these new accounts will mean the creation of \$1,500,000 in new business at dealer prices by the end of the year. All company records for paint sales for a single month were broken in February. March orders were larger. The campaign is barely underway."

The story actually started in the dark days of 1932. That year the paint industry not only was in depression doldrums but, according to Mr. Stuart, was doing nothing to get

* For a report of the introductory campaign on Nu-Hue, see "Mix-Magic Breathes New Life into Martin-Senour Sales," November 1, 1947, SALES MANAGEMENT.



THE BASIC IDEA: (left hand page) Martin-Senour's "Color Bars," introduced about three years ago, soon created a sensation in the paint business. They offered home-makers a simple and easy way to select and match colors, a fool-proof method of paint-mixing to achieve desired effects; something new in paint merchandising.

EXPERT SALES TALK: (left) President Stuart of Martin-Senour, and Inage Jorgensen, color careerist for M-S, take on a prospect in the person of Harold Lloyd. The paint folks are explaining how the development of a pleasing color scheme for draperies, rugs, walls and accessories can be made without pain, or guesses with the help of the workable M-S color system.

out of them. It was using the same products and selling techniques which it had used in horse-and-buggy days. Little was being done to satisfy a people swiftly becoming color-conscious. When specified color hues were wanted the tints were mixed by guess. Try as he would, the painter rarely could get exactly what was wanted.

Mr. Stuart and other Martin-Senour executives, observing that scientists could make the same product come out batch for batch in other industries, put researchers to work to provide precisely mixed tints, tones and hues in the same manner. Employing specialists like Carl E. Foss and Frederick H. Rahr, they launched an exhaustive search for colors that would always react the same way in combinations and never fade.

The work was capped with success when more than 1,000 tints, tones and shades were developed from 12 basic colors on the basis of specific prescriptions. If the story had stopped here, it would have been the saga of a company that had made pioneering contributions to manufacturing science. The company, however, went on to merchandise its discoveries by

providing a complete color system for guidance of home-makers, decorators and retail salespeople. It developed machinery for custom-mixing any of the desired colors, and provided the "color bars" for retail stores, color charts, etc. to help sell color.

Among the basic features of the program when it was first introduced in a number of large department stores from coast to coast were:

Basic Features

1. It offered 1,000 distinct colors and 3,000 paints (1,000 each of flat, satin-enamel, and full-gloss), at that time the largest range available. Since then many other paint companies have expanded their color ranges.

2. Each color was prescription-mixed, with the prescription number on the can, and could be exactly duplicated at any time.

3. Stores could provide this entire galaxy of color with only a small inventory of 12 ingredients [paints]. Colors could be mixed in the store's own mixing machine.

More than three years' full-scale operation has confirmed Mr. Stuart's original prediction that Americans

would become more and more color-conscious. It has proved successful and has vitally affected not only the entire paint industry, but the decorating customs of American homes, offices, and even public buildings.

Almost any afternoon you can drop in at W. & J. Sloane in New York City, Marshall Field in Chicago, or any one of dozens of major department stores and hundreds of paint and hardware stores throughout the nation and find women seated at Color Bars matching and contrasting their favorite colors. They bring in color samples ranging from a piece of chocolate, a can of mustard, silk panties or a pheasant feather.

The Nu-Hue Color System and consequently Nu-Hue paints have become favorites with professional decorators. During almost any month you can see four-color reproductions of the latest decorating designs (in Martin-Senour Nu-Hue) in at least one of the major shelter magazines.

During 1949, while the paint industry was losing ground in its struggle to keep sales up to levels established the previous year, sales of Martin-Senour Nu-Hue finishes increased 30% over 1948.

Typical of many retailing case histories reported to Mr. Stuart is the experience of the Terry Road Lumber Yard, Jackson, Miss. Manager J. G. King, who has 25 years' experience in retailing building materials, wrote:

"When your representative started to talk with us about a Nu-Hue Color Bar he certainly got an emphatic *no*. We were too smart to consider going to the expense of putting in a Color Bar and trying to mix custom-color paint.

"Last June we saw a demonstration of a small mixing machine and bought it. We had our Color Bar installed by the middle of July and started pushing Nu-Hue Custom Color.

"Here's the result: During 1948, using no planned promotion and without a Color Bar, we bought in round figures \$7,900 worth of paint. (If you will check the average yard doing a volume of about \$600,000 per year, we believe that figure for paint will not be too far off.) But, during the past year our purchases amounted to \$21,000 worth of paint materials, excluding brushes.

Mainly Small Sales

"We know an experienced yard manager would think we had several large jobs, at sacrifice prices, to bring the total up to this figure. However, that is not the case. All our sales have been in amounts running from a quart to about \$300 for the largest job based on retail prices . . . We expect to exceed our 1949 figure this year by at least 50%."

Mr. King reported that the program "simply cuts out your competition" and that the national advertising is "the most effective we have ever seen, and we tie in locally with pleasing results."

In the beginning, Mr. King encountered "some resistance, and even resentment on the part of larger paint contractors and decorators. Today they are our best advertisers and bring jobs to us. Our Nu-Hue Color Bar has increased our store traffic and we are selling more shelf items . . . we are doing complete decorating jobs. For instance, we are selling Custom Color to a fine residence here which will cost about \$150,000 . . . the paint alone will amount to approximately \$2,000."

Ken Collins, wholesale distributor in the San Francisco area, reports that dealers throughout Northern California "attribute a 35% increase in their over-all sales during the past year to Nu-Hue Custom Color and the Nu-Hue Co-ordinator program." Mr. Collins credits the Martin-



THE 1950 NEWS . . . at Martin-Senour is the Color Harmony Selector, designed as a merchandising tool for smaller dealers. With a twist of the knob, a homemaker can choose from scores of paint colors, each of which is mated to suitably complementary colors. It opened 1,100 new accounts in 10 weeks.

Senour program with making it possible "to maintain our place in the paint field and increase our paint sales immeasurably. No dealer . . . today can afford to be without a progressive and comprehensive color program."

Speaking of the Color Co-ordinator system as an aid to painting and decorating contractors, Mr. Collins reports that "one of our men sold off the floor seven Nu-Hue Co-ordinators, plus sizeable stocks of Nu-Hue Liquid Colors and Whites, in a week's time, to contractors."

In Portland, Ore., Roland D. Burton and Larry J. Jensen, Nilsson Wallpaper Co., are just rounding out their first year's experience with Nu-Hue Custom Color. For 35 years they had concentrated solely on wallpaper business. Even though their highly trained experts were frequently asked for advice on paint to go with wallpaper, they were content to recommend the standard ivory or white woodwork and off-white papered ceiling.

"The exact shade was the painter's problem," they report, "and where he obtained the raw materials was one thing that did not concern the Nilsson Co., since all large paint concerns had comparable quality. The end of World War II and the awakening color-consciousness of America brought its problems. Suddenly the picture changed. Shelter magazines

used color and planted their color ideas in the color-hungry minds of millions of readers. Technicolor movies were visual demonstrations of what could happen to an otherwise normal room when a Hollywood decorator had the say. The Nilsson sales personnel were no longer able to plan the wallpaper scheme for a home and let it go at that. They were besieged with requests for opinions on color for woodwork, deep color for ceilings, accent color for three walls to complement a fourth of wallpaper."

To meet demands, Nilsson installed a Martin-Senour Nu-Hue Color Bar, and after a few months operation likened the expansion to a "perfect marriage." Nilsson executives now have a "Do-You-Nu-Hue" trailer covering the entire state and selling the program to retailers. They attribute "the greatest measure of our success" to the help of Martin-Senour representatives, for "their participation in painter meetings, their addresses to groups of architects, their unlimited supply of ideas."

Case histories of success come from small dealers as well as large retailers and distributors. Harry H. Ray, Ray's Paint Store, Walnut Creek, Calif., reports: "It is our belief that, with the decrease of paint demand and increase in color appetites, Nu-Hue marks the difference between

our being in or out of business today." Mr. Ray brought out some statistics. They showed that "138 cans of Nu-Hue were sold during January and February of 1949. During the same period of 1950 we have sold 411 cans of Nu-Hue. Nearly three times as much Nu-Hue was sold this year."

With the program moving forward into the retail field covered by department stores, larger paint stores and other big retail outlets, the company expanded its efforts to meet the needs of another large field: painters and decorating contractors. It was found that the painting contractor had four major color problems:

What's "Green"?

1. He needed color samples to capitalize on color opportunities. Since color is a visual phenomenon, a painter or decorator could talk until the day of doom about green, for instance, without ever answering the specific question of "what green." With systematized, actually painted color samples, agreement could be reached quickly on a color selection.

2. A complete color range to meet all tastes, all personalities, and all problems of the home-maker.

3. A simplified system of color mixing and color tinting. Mr. Stuart found that the method of matching colors in paint was no different in 1949 from what it had been centuries before—mixing by approximation. With time such an essential factor in making an estimate for a consumer, a simplified and systematized system of color tinting was needed to reduce the number of hours required for matching and mixing colors.

4. More systematized information on color harmony.

Colors physicists and other scientists were brought together for research, and tools to meet the needs were combined in the Martin-Senour Color Co-ordinator system.

The Color Co-ordinator was introduced in 1949 to penetrate the rich field represented by the painting contractors and decorators.

In developing the Color Co-ordinator, Martin-Senour researchers took their first step toward simplification by reducing the number of liquid tinting colors from the 32 found in the standard palette to only 16.

In addition to 10 strong, clear tinting colors—bright yellow, bright red, bright blue, and so on—the Color Co-ordinator presents an innovation with five grayed colors, also deep and strong, plus a Nutria Brown. These 16 colors provide the foundation for the simplified Color Co-ordinator sys-

tem and from them 500 tints, tones, and shades can be mixed by simple formula on the job.

Each series of expansions into additional colors is presented on a chart with specific formulas. Formulas are simple. For example, one step is to mix colors which come next to each other on the scientifically arranged color circle. For instance, red is mixed with either purple or orange because they are next door neighbors, but red would not be mixed with green because these two colors are far apart on the color circle. How are they mixed? In equal parts—a pint of one to a pint of the other, or a gallon to a gallon.

A second method of obtaining additional colors is to mix three related colors in equal parts. The basic 16 have now been expanded into scores of bright, strong, clear colors and grayed shades and tones.

A third step is to mix colors with white. One chart, for instance, shows the colors to be obtained by mixing a quart of color to a gallon of white. Another shows the result of mixing a quarter of a pint. Another shows the result of mixing only a tablespoon of color to a gallon of white.

This is an over-simplification of an already simplified system of exact color mixing, but it indicates how it was developed. The system is presented in a series of charts which show the exact colors to be obtained by using these simple formulas.

Detailed Program

When the new system was ready for marketing the same detailed merchandising program was carried out as had been applied to Nu-Hue Custom Colors.

Salesmen were briefed by laboratory experts and thoroughly trained until they could quickly mix any color and demonstrate every advantage. A full-scale advertising program directed to the trade and to painters and decorators was launched. The well-developed publicity machinery of Martin-Senour went into high gear to provide stories, pictures, case histories, and testimonials, especially to business papers. Martin-Senour executives, from President Stuart down to newly trained salesmen, took the stump to speak before groups of painting contractors, decorators, jobbers, and retailers. For instance, top executives addressed the national convention of the influential Painters & Decorators Council of America and followed up by discussing paint and color before almost every state convention of that organization held.

The company had now covered two major fields with Nu-Hue products: department stores, large paint dealers and other big-scale retailers. A third, even larger, field remained: small hardware stores, small building supply houses, and other outlets where a simplified merchandising program and small inventory were required, along with the wide range of colors demanded by the modern market.

Martin-Senour entered that field this year with the Nu-Hue Colors program. Major features of the latest program include:

1. Sixteen liquid colors available in tubes and cans to combine with white bases of flat, semigloss, or enamel, providing 204 tints, tones, and shades. Colors are mixed by the purchaser according to prescription.

2. Simplicity and low inventory which puts a store owner into the elite paint business for a small investment.

Homemaker's Guide

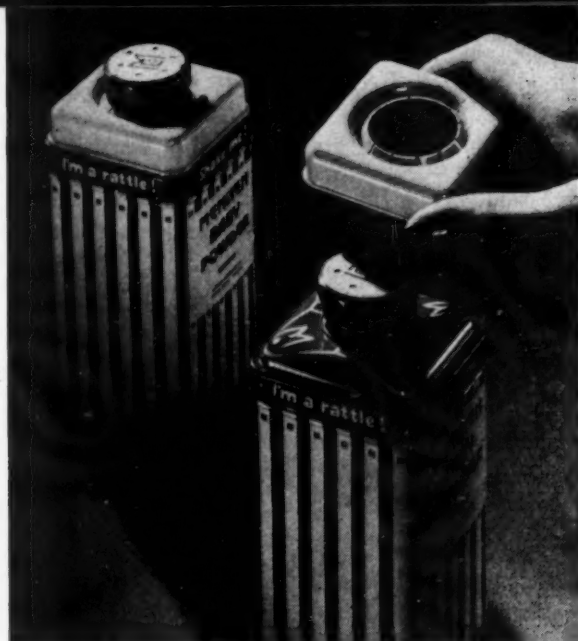
3. The Color Harmony Selector, which consists of a drum in a cabinet for counter use. The drum can be operated by the prospective customer. By turning a knob he can examine row after row of color harmonies presented in sets of four. This permits the prospective customer to select his favorite color and immediately gives him three other colors he can use with safety in a harmonious color scheme. It helps answer the question of the person who wants to use a color which will harmonize with the colors of furniture, rugs and draperies.

An indication of what expansion can be expected through this addition came immediately after salesmen were given the go-ahead signal to inform customers and prospects that the new program would be available. Working for the most part before samples of the Color Harmony Selector and other items of the assortment were available, they sold more than 1,000 during the first two months.

"If there is any lesson in our experience," Mr. Stuart points out, "it is that a business as old as the paint industry can continue to operate dynamically, developing new products and new sales techniques to meet changing requirements of the market. To us it has emphasized the importance of studying the needs of the ultimate consumer and gearing our research to the latest scientific developments to meet these needs. Finally, our experience has pointed up significantly the importance of providing maximum aid to jobbers, painting contractors, and retailers."



MODERNIZED CUTLERY PACKAGE has a background of nile green on which is superimposed the Wiss trademark and three swatches in light yellow, navy blue and pink with "pinked" edges of the size made by Model C shears. At the bottom is the old package. Container was made by Penn Box Co., and printed by Terminal Printing Co.



SIMPLE TENITE PLASTIC CAP containing a few beads is all that's needed to turn a can of Mennen baby powder into a fascinating toy for the infant. The cap is placed over the neck and shoulders of the blue and white can and is securely held in place by a snap fit. The special rattle cap is molded by the Park Plastics Co. The beads are sealed inside.

Packaging To Sell



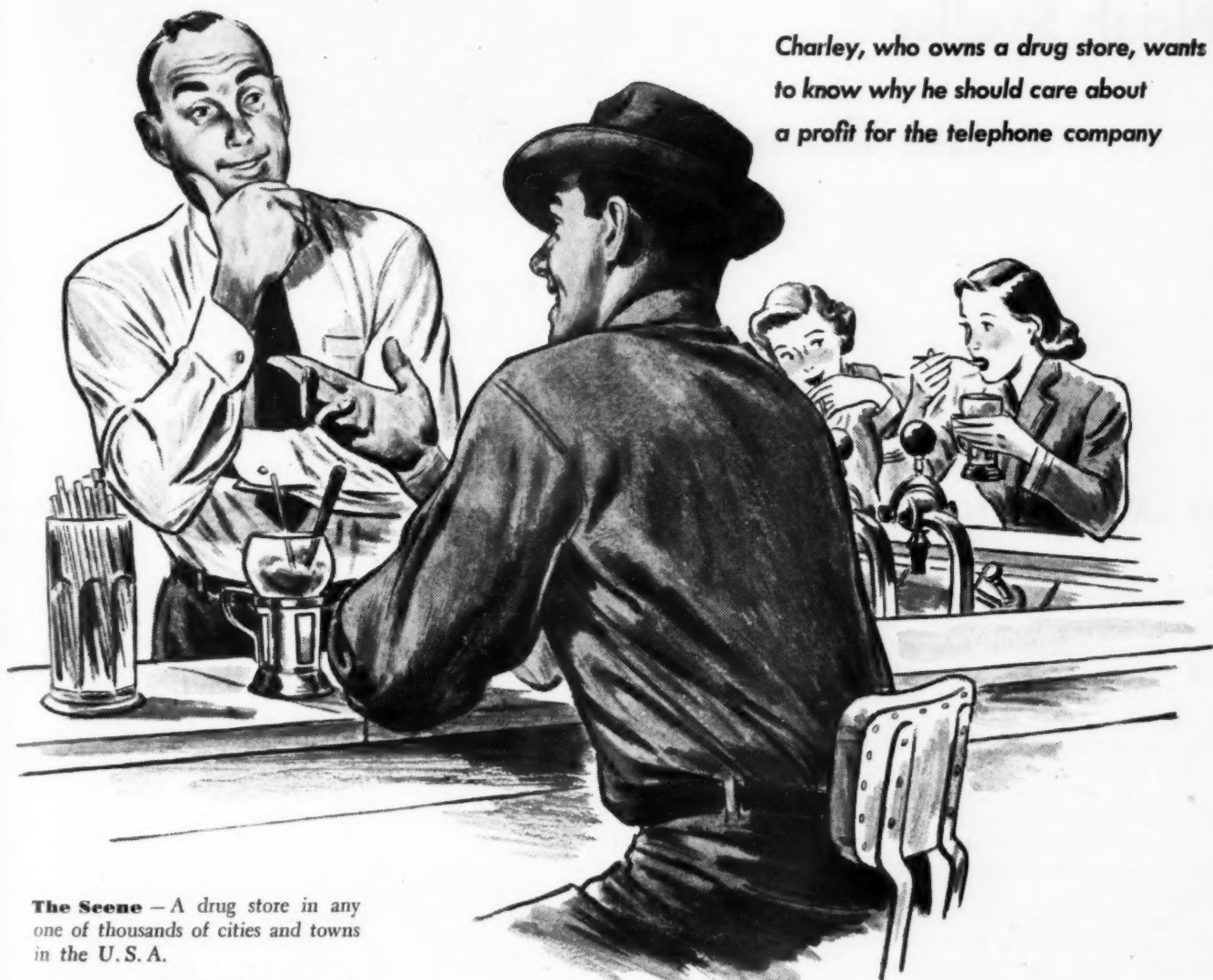
OVAL GIFT BOX for Jacques Kreisler's watchbands features a rich genuine brocade cover in a pastel floral design shot with gold threads. The satin lined cover closes down firmly on the gracefully scalloped base of creamy plastic. The watchband itself is presented on a blue velvet collar. The de luxe case was made by the Arrow Manufacturing Co. and is one of a novel series.

PRINTED OVERWRAP offers several advantages over the conventional method of merchandising tacks on plain cardboard. Selling copy and colorful illustrations catch customer's eye at point-of-sale. Cellophane also serves as a protective wrap to keep package free from counter soilage. Overwrap produced by Milprint, Inc. for Waterbury Tack Division of Shelton Tack Co.



"What Makes It Good for Me?"

Charley, who owns a drug store, wants to know why he should care about a profit for the telephone company



The Scene — A drug store in any one of thousands of cities and towns in the U. S. A.

The Time — Lunch time. A man from the telephone company has dropped in. He's chatting with his friend Charley, who owns the store.

CHARLEY: "What d'ya mean—it's good for me when the telephone company makes a profit? You give me good service and all that but why should I care whether you make money or not? I'm having my own troubles, trying to put in a bigger soda fountain."

AL: "What d'ya mean, 'trying'? Can't you just up and do it?"

CHARLEY: "I've got to find me a partner with some capital. These things cost money."

AL: "Sure they do! It's the same with us at the telephone company. To keep

on giving you good service, and put in telephones for people who want them, we must have a lot more central office equipment and cable and other things. And to buy it, we have to get money from our stockholders. They expect a profit—just like your partner would."

CHARLEY: "I guess you're right. Nobody would invest his money here unless I could earn him a profit."

AL: "And here's something else, Charley. Those girls there at the far end of the fountain. They're telephone girls. They're spending a part of their wages with you—putting money into your till to help you make a profit. Thousands of dollars of telephone payroll money are spent right in this town, every week."

ADEQUATE RATES AND EARNINGS for the telephone company have a far-reaching effect. For only a strong and healthy telephone company can pay good wages, contribute to the prosperity of the community and provide an improving service for telephone users. Only through adequate rates and earnings can the telephone company—like Al's friend Charley in the drug store—attract the new capital that is needed to carry on the business.

It's the dollars from investors—from hundreds of thousands of everyday people—that build, improve and expand the best telephone service in the world for you to use at small cost.

**BELL
TELEPHONE
SYSTEM**



Nash Stalks the Giants



George Mason puts \$116,027,625 on the line for postwar expansion; offers a new Rambler to undersell "Big Three"; samples a proposed \$1,000 car. With 1,347 picked and prospering dealers and an \$8,000,000 advertising campaign he's sure of one "independent" who is here to stay.

BY LAWRENCE M. HUGHES

To get very far in Detroit, one should first get down on both knees and make a semicircular bow embracing General Motors, Chrysler and Ford. This rite has several names. It is called obeisance to The Big; acceptance of the *fait accompli*; realism.

A Detroit realist knows . . .

That in 50 years 1,500 makes of cars have come and gone;

That the higher the mortality rate the stronger have grown the Big Three;

That only by the grace of God and the Antitrust Division have any independents at all been able to survive, and . . .

That a brief postwar sellers' market has only postponed the reckoning.

Really now, he asks, after GM, Chrysler and Ford, and their 85% of the industry, what have you?

Well . . . you have Crosley, Hudson, Kaiser-Frazer, Packard, Studebaker, Willys. You have 22 British and other foreign cars that are trying to get a U. S. foothold.

And you have Nash.

George Walter Mason will admit that—despite his 233 pounds—he feels a bit like a rabbit stalking the giants. He doesn't get rough about it. He doesn't want to eat them. But he *would* like a little more of the lettuce.

Mason is a mild-mannered man. As president of Automobile Manufacturers Association, he sits down quietly with the giants to plan for the industry's well-being.

But when he gets back to the Moorish-towered headquarters of Nash-Kelvinator Corp., out on Plymouth Road, he dives into new ways to make things tough for them.

As he tips his big frame back in a swivel chair, he talks around an unlit cigar about the Nash that was and is and will be:

"Nash has bearded the giants for 34 years, and I don't think we've done badly at it. I think we're going to do better. We've got the cars and the production facilities and the sales organization to do it with.

"We don't talk about turning the Big Three into the Big Four. Our present production capacity is only



"\$1000 CAR" (above): Nash has received strongly favorable public reaction from showings in nine cities of its proposed \$1,000 "NXI." No formal decision has been made as to when or whether it will go into production . . . but you can tell it's more than a gleam in George Mason's blue eyes.

GIANT KILLER (left): Nash Motors has started with a new Rambler convertible not merely to compete with but to undersell Chevrolet, Ford and Plymouth. The list price includes about \$300 of "custom appointments." Successor to a Rambler car first introduced in 1902, the car will be sold and promoted with the Nash Statesman and Ambassador.

How are you going to tenderize today's tough buyers?

Some buyers can, like beef, be tenderized by pounding.

But with both beef and buyers you get better results by proper feeding...and the feed that tenderizes buyers is information that helps them understand values.

In this buyers' market (and it's really a market of choosey, deliberate buyers, seeking good values) some sales managers are going to stampede their salesmen into an attitude of pugnacious pounding.

They'll get some business that way, too. But high-pressure selling is high-cost selling. And business secured that way is wide open to competition, especially competition that sells by relating its product to prospects' interests and needs, rather than beating them over the head with arguments.

"Ditch-Digging" Advertising can help soften up your prospects

Since the crux of low-cost selling in today's market is helping buyers understand the values of your product to them, the obvious starting point is to find out what they think about the product now. How sure are you just which features most appeal to most of your prospects, and to what extent this changes by types of people within different markets?

Isn't it possible that the changing scene has brought about viewpoints with which you are not completely familiar?

Isn't it possible that vast groups of your prospects harbor prejudices about your product which, if you knew what they were, would define the obstacles that are blocking sales and dictate greatly improved sales and advertising approaches?

These are the things that must be known before you can determine what to say and how to say it — before you can know what the best forms for feeding this tenderizing information might be (whether booklets, magazines, direct mail, radio, sales presentations, counter displays, or what).

This agency is equipped to work with any Sales Manager who wants to do a hard-selling job with dispatch and economy. We can get going fast — and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.



THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

250,000 cars, and we're still quite a way from reaching it. But we're making cars and sales, and making money. We have plans for making more."

Since the war, Nash has *not* ranked first in sales among the independents. For the corporation's fiscal year ended last September 30, its motor car volume was 139,000. Its fiscal 1950 goal is 170,000. With the help of a new Rambler line priced to undersell Chevrolet, Ford and Plymouth, Nash may sell 205,000 units in calendar 1950.

But Mason is concerned, first of all, with keeping Nash and its dealers sound and solvent. He dug out some figures:

In ratio of net profit to sales in 1949 Nash ranked second only to GM—which showed 11.5%. Nash made 7.2%; Chrysler, 5.9%; Studebaker, 5.83%; Hudson, 3.9%, and Packard, 3.5%. Ford's profits are a family affair. K-F operated at a loss.

Nash-Kelvinator Corp. does not break them down, but it's estimated that about 60% of last year's sales and profits came from Nash and 40% from Kelvinator appliances and other products.

On net sales of \$364,193,360, after excise taxes, for fiscal 1949, N-K had net earnings of \$26,229,930. Both were records—net sales being 20% ahead of \$302,860,264 in 1948 and nearly three times the \$122,045,258 in 1941. Net earnings climbed about \$6,100,000 from 1948 and were nearly six times earnings of \$4,617,052 in 1941.

Relatively Speaking

In many an industry N-K itself might rank as giant. Even in the motor car industry it is singularly solvent. George Mason has been building up his kitty for the coming sales battle. In 1949, for example, the corporation paid back to stockholders only about \$6 million of the \$26 million earnings. It made five "annual" payments in one year to retire a \$10 million bank loan. Its only remaining long-term debt is \$20 million to an insurance company, the first payment on which is due in 1954.

N-K's ratio of current assets to current liabilities is three to one—\$110 to \$38 million. Some \$52 million, or one-third of its entire \$157 million assets, is in cash and Government securities. Since 1941 net working capital has grown from \$25 to \$72 million.

In the first four postwar fiscal years, N-K figured it needed \$116,027,625 to finance a reconversion and expansion program. The bulk of it,

\$67 million, came from earnings. The \$116 million is being used primarily for additional working capital, better facilities and new tools. About \$7 million already has been spent to tool the new Rambler.

George Mason ran Kelvinator Corp. profitably, right through the depression, from 1928 to 1936. He turned a \$1 million loss into a \$1 million plus profit, doubled working capital and nearly doubled dollar sales. At the bottom of the depression, in 1933, he retired a \$4.2 million funded debt.

In this period Kelvinator climbed to second only to Frigidaire in its industry—on the strength of improved refrigerators at consistently lower prices to reach the wide low-income market. It helped people to buy, with no down payments and terms as low as 90 cents a week. It started to promote standard "Kelvin" homes at about \$6,200.

But Mason has always been largely a motor man.

By 1936 the aging Charles Williams Nash had run Nash Motors at considerable profit for 20 years. With the depression, he made cars only to order—reducing sales from 138,189 units in 1928 to 11,000 in 1933, and caching away his capital in cash and Government bonds. By the end of 1936 the Nash car had become a minor competitive factor, but the Nash corporation showed \$38 million assets and a current ratio of assets to liabilities of eight to one.

C. W. Nash could afford to take

things easier. But first he wanted to get a man who could put Nash Motors back into the running again.

Nash was able to lure Mason over only by taking Kelvinator with him, in a \$59 million merger. Mason became president and Nash chairman of Nash-Kelvinator Corp. Nash spent most of his last 12 years in California, where he died at 84.

George Mason ran the combined show. At 59 he is still running it.

In a sense Nash Motors, under Mason, has just started. The period of gestation before birth of a motor car is about three years. Nash was just getting going, saleswise, on newer types of cars—featuring Unitized ("Airflyte") welded body and frame construction, low gas consumption and other things—when it went completely into war production. Until 1948 the cars were merely modifications of 1941 models.

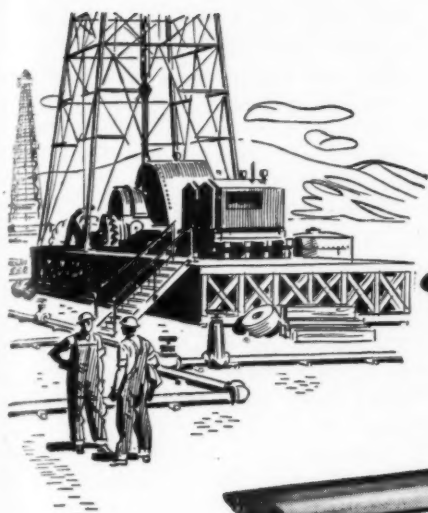
But during the war Nash had enough of the newer cars in use to get a sampling of experience with them. Motorists liked their economy at a time of gasoline rationing and their durability during parts shortages. They don't all agree with the Nash concept of style. (The pro-Studebaker school has been known to call the Nash a "turtle.")

But when *Fortune* several years ago sought "the independent most likely to succeed," it settled on Nash. Others have agreed.

In addition to the larger established Ambassador and Statesman series, Nash introduced on April 14 the first



INTERNAL COMBUSTION: Years back, George Mason (r.) repaired and tested motorcycles. Recently he studied their motors in connection with the development of the Rambler and "NX1." And when a group of writers showed up at a Rambler preview, he showed his motorcycle riding skill. N. F. Lawler, advertising and sales promotion manager, is at the left. L. H. Nagler, technical advisor on sales and advertising, stands next to Mason.



**Businesses that grow
need the go of a**

Beechcraft



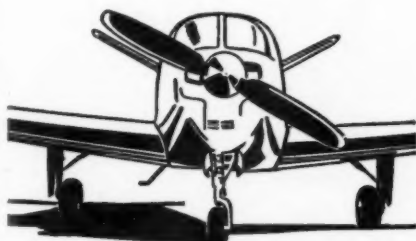
You make more calls when you cruise at a 170-mile clip. No wasted time, no wasted effort. Travel *means* more! Minutes in the air pay you back with hours of productive time.



You get to where the business is in luxurious comfort. Room to spare for four big people in the smartly tailored, quiet Beechcraft Bonanza cabin. Maximum 5-way visibility.



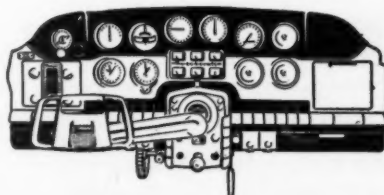
You travel in safety. The B-35 Beechcraft Bonanza is extra rugged, withstanding shock and stress tests far surpassing CAA requirements. All-metal construction.



You get top performance. Flight characteristics make it exceptionally easy to handle. Speed, range and fuel economy unexcelled! Wide, sturdy landing gear smooths out short, rough-field landings.



You get amazing efficiency. At cruising, the Beechcraft Bonanza uses only 56% of the engine's rated take-off horsepower! And fuel consumption is low—amounting to only 9.5 gallons per hour!



You enjoy many extra features. For instance, a functionally designed instrument panel, highly efficient . . . but handsome, too! Touches of luxurious comfort everywhere—even to coat hangers, ash trays, map pockets!



Get all the facts! There are hundreds more . . . about the extra advantages of the new Model B-35 Beechcraft Bonanza. Check with your nearest Beechcraft distributor or dealer, or write for complete information on your company letterhead to Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles
Fuel economy, 9.5 gph

Beechcraft
BONANZA

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

See every advertisement
of interest to you in 1393
shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States. You may have this service in complete tabulated and summarized report form; or you may make up your own reports from the full-page tearsheets we furnish you.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB shows above how you can buy these services by markets; but you can order by your sales territories; or even single towns. You may take these services continuously, or periodically.

ACB Services are among the most useful tools in merchandising and distribution. They are so flexible that you can get exactly what you want in coverage—and in duration. Send today for catalog.



Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

New York (16)	•	79 Madison Ave.
Chicago (5)	•	538 South Clark St.
Memphis (3)	•	161 Jefferson Ave.
San Francisco (5)	•	16 First St.



76c
**ADVERTISING
CHECKING BUREAU
INC.**

of a new Rambler series, a convertible.

The original Rambler car was brought out by Thomas B. Jeffery Co. in 1902. It was made in what is now part of Nash Motors' main plant at Kenosha, Wis.

The current Rambler is George Mason's first postwar sortie into the rugged realm of Chevrolet, Ford and Plymouth. Nash announces that, "including about \$300 worth of extras," it is "priced below the lowest of today's five-passenger convertibles." Its "custom appointments" include "electrically operated top, Weather Eye conditioned air heater, radio, direction signals, clock, foam cushions."

Weighing 2,430 pounds and with an 82 h.p. motor, the car has 29.7 pounds per horsepower, and will go up to 30 miles on a gallon of gasoline. It has a 100-inch wheelbase, as against 112 and 121 for the larger Nash cars.

Not Just Yet

N-K doesn't intend to push the Big Three very hard, for the present. Nor will it subordinate its higher-price cars to the Rambler. The convertible is a "special appeal," limited market job. So will be the Rambler station wagon, on which production will start June 1. A two-door sedan won't appear until fall and a four-door until early next year.

Nevertheless Nash production schedules for the new Rambler call for a rate of 400 units per day by December without subtracting from the output of its larger Statesman and Ambassador cars. Discount on the Rambler is 23% and on the two larger cars is 24%.

But Henry Clay Doss, vice-president for Nash sales, pointed out that the "modest percentage" done this year on the Rambler will be "plus business" for dealers.

Not content with one brand new line, Nash made news earlier this year with an invitation to "group leaders" and others in nine cities to see and give "your frank opinion on a completely new kind of automobile."

The proposed "NXI" (N for Nash, X for experimental, I for international) would sell for \$1,000 or less. It would have a wheelbase of only 84 inches. Powered, tentatively, by an Italian or an English Fiat engine, it would go 45 or 50 miles on a gallon of gas.

Analysis of questionnaires thus far returned indicates, Mason says, "a widespread general interest in a small, quality, high style car."

Groups covered, totaling 235,000 people, include "leaders," suburban-

ites (who are a large part of the 2 million families now having more than one car), young men and women, miscellaneous attendees at the Chicago and Kansas City Auto Shows, in February and March, and about half the population of Kenosha, who turned out to see it there.

Among major modifications suggested were:

A single unit seat for three passengers instead of the divorced seat for two in the handmade prototype; an auxiliary two-passenger seat in the rear; wider tread and longer wheelbase.

Despite an expected price difference of about \$50, a 36-horsepower engine was preferred to 18. Many, in fact, asked for 50 or 75 horsepower. Ninety-three per cent liked the car's lines, and 74% the inside luggage compartment—which, Nash said, was offered "for structural strength and production economy."

Nash plans no more showings of the suggested NXI. Not for some months will Mason know whether to go ahead with it.

"If we build the car," he explains, "public preferences will be incorporated in it—within the limits of a \$1,000 price tag." Definitely, the NXI won't be on the market before 1952. But one may guess that it is more than a gleam in his blue eyes.

The Nash people denied that the early-year survieing for NXI was a sort of sampling and grading up operation in anticipation of the Rambler . . . It just happened that way.

Further to round out their line, Nash dealers may sell trucks. In World War I Nash four-wheel Quads made a truck sales record. The company today makes light trucks, but only for export and only about enough to hold the franchise—1,051 in 1948 and 676 in 1949.

In Their Blood

When George Mason says Nash knows how to stalk the giants, profitably, he has long and collective experience on which to base his assertion. Not only has Nash itself competed for 34 years, but the men who developed Nash and who lead it today grew up with GM, Ford and Chrysler. Presumably they still know a lot of "giant" tricks.

Since he ran away, at 12, from the Michigan farmer to whom he had been "bound out," Charley Nash had tried sheepraising, carpentry, mechanics. At 26 he was building carriages at Flint, Mich., for a firm which became Durant-Dort Carriage Co. In one year he rose from \$1 a day

upholstery stuffer to plant superintendent. He developed straight-line assembly for carriages. By 1906-Durant-Dort was turning out 50,000 carriages a year.

William Crapo Durant meanwhile had larger plans. In 1904 he had helped one David Buick start a motor car company. By 1910 he was putting together the Buick, Oakland and Olds firms to form the first General Motors. He then named Nash president of Buick, and in 1912 president of GM. One Nash incident at Buick was his appointment as works manager of a former railroad mechanic named Chrysler.

In 1916 Nash left GM to take over the Jeffery company. The next year he introduced the first Nash-designed cars under his own name. In 1918 Nash Motors sold 10,283 cars and 11,490 trucks...

George Mason's associates describe him as a "projectionist." He has seemed to know where he was going and how to prepare himself for it. But Mason credits for this a lot of other people too. They include people he has picked for jobs and people who have picked him. A two-time Mason picker was Walter Chrysler.

Some History

Since he first drove a two-cylinder Maxwell in his native Valley City, N. D., in 1906, Mason was in the motor car business. He worked after school without pay to help the Maxwell dealer's mechanic; demonstrated cars during high school vacations, taught new owners how to drive. Between times, he raced and sold motorcycles and ran a tire vulcanizing shop.

While at University of Michigan (where he devoted three years to engineering and one to business administration) he operated by remote control the Valley City distributorship for Briggs-Detroit cars. He also found time to suggest to Studebaker an idea for an "odometer," a glass-faced gadget that would fit into the hub of a wheel to measure speed and mileage. Studebaker was sufficiently intrigued with the idea to give him a job.

After short production stints with Studebaker and Dodge Brothers, Mason worked for the Army during World War I at Rock Island Arsenal. To learn banking and finance at first hand, he spent nearly two years with Irving National Bank in New York City.

In 1921 Chrysler called him to Detroit as general works manager of Maxwell, which he was then reorganizing. When, three years later, Chrysler Corp. was formed from the Max-

well nucleus, Mason was placed in charge of manufacturing.

By 1927 electric refrigeration had become a thriving new industry. For a year he ran Copeland Products. Then, when the banks were looking for someone to straighten out Kelvinator Corp., Chrysler suggested Mason...

As a motor-refrigerator man today, he is concerned with every phase of the business. Since he became president, and then also chairman, he has

sold cars on dealers' floors. He enjoys getting the reactions of Nash owners and prospects—especially when they don't know who he is. He knows what he wants in Nash and Kelvinator advertising and promotion.

But probably he enjoys most planning, building and testing cars. Recently he showed a group of writers a dozen imported cars and a score of motorcycles studied in connection with the Rambler's and NXI's de-

To a Sales Manager who wants to be 20 places at once!

● You can *almost* be—thanks to the Soundmirror method in your organization. At any rate, you can improve the old "Bulletin from the General Sales Manager" by at least 100 per cent. With the Soundmirror you put your voice, your personality, your message on paper tape and send it to as many sales offices as you want *simultaneously*.

Soundmirror speeds up and intensifies sales training programs, too. The trainee himself does most of the work and gets more out of it for that reason. Send for Results in Sales Training.



Brush brings you the Traveling Portable (BK-414)

Beautiful as airplane luggage—but reliable as a radio studio's tape recorder. It's the professional recorder amateurs find easy to use. High fidelity. Records up to one-half hour. (Other models record one continuous hour.) Paper tape can be reused indefinitely. Priced right, too.

SOUNDMIRROR®

BY *Brush...*

for more than 10 years leaders in magnetic recording

THE BRUSH DEVELOPMENT COMPANY, Dept. G-5
3405 Perkins Avenue, Cleveland 14, Ohio.

Please send me results of college experiments in training via SOUNDMIRROR and Results in Sales Training.

My Name

My Position

My Firm

Address

City Zone State

velopment. Mason and some hardy executives and writers rode motorcycles noisily through the laboratories. The rest of us were content merely to put the Rambler through its paces in the streets outside.

The range of the man's interests gets him into everyone's work. But his associates say that he knows how to delegate responsibility. Each individual must solve his own problems. All the boss wants to know is: "How are you progressing?"

Meet the People

Of the seven directors of N-K Corp., only Mason and Vice-President Harold G. Perkins are officers. Four of the others are bankers and one a lawyer.

The active policy-making group consists of Mason and the corporation's vice-presidents. Albert M. Wibel came over from Ford in 1943 to direct purchasing. Ray A. DeVlieg, onetime Chrysler works manager, heads manufacturing. Henry Clay Doss and Charles T. Lawson, respectively, direct Nash and Kelvinator sales. The financial group is composed of Godfrey Strelinger, treasurer; Jack Timpy, comptroller, and Howard A. Lewis, vice-president—who also runs export and all subsidiaries. N. Erik Wahlberg, for Nash, and L. A. Phillip, for Kelvinator, handle engineering.

Into N-K's hierarchy last year came George Romney, former managing director of Automobile Manufacturers Association. It's no secret that Romney, now a vice-president at 42, is the crown prince. A rugged Mormon (he looks a bit like John L. Lewis, minus the eyebrows) Romney is getting groomed for the time when Mason decides to concentrate more on such of his interests as atomic research, the Boy Scouts, raising dogs for the blind, flying, fishing and wild-life conservation.

The old Nash group, largely from GM and Chrysler, was augmented by a half-dozen who left Ford about the time Henry II took over. In addition to Wibel and Doss (the latter was Ford's sales director), they include L. T. Kouns, Nash western regional manager, and Fred Black, N-K public relations head, who directed advertising at Ford. N. F. (Shad) Lawler, advertising and sales promotion director, formerly worked on the Ford advertising account at McCann-Erickson.

(Incidentally, a number of Kelvinator people are graduates of GM's Frigidaire—among them Lawson and Dan Packard, household sales manager. The corporation's agency,

Geyer, Newell & Ganger, used to handle the Frigidaire account.)

Before World War II Nash had about 1,900 dealers, of more or less ability and facilities. Some spread their efforts over farm equipment, hardware and other things. A number were side street "bicycle shop" dealers. Even those who had been with Nash since 1916, were not necessarily the best motor merchants in town.

In order to get better dealers, Nash had to reorganize the whole setup—select the survivors carefully, and give them more help and more opportunities.

For two wartime years the 21 zone managers talked with Nash, Big Three and "independent" dealers in 1,500 American cities and towns. County by county they learned how many cars each had sold in a certain prewar period and what population and other market changes would affect local postwar sales opportunities.

Moving in from Ford, Doss got the benefit of the findings. But research on market potentials was only the first part of the job. The next parts were to set up standards and then to pick and organize the best men who met them.

Prewar, 1,900 dealers sold 89,000 cars a year, or an average of 47 each. Postwar, Doss wanted to have only 1,400 dealers, selling 250,000 cars, or an average of 178 each. On this basis alone, opportunities would be nearly quadrupled . . .

More Selective

But about half of the prewar dealers were unable or unwilling to meet the new "competitive requirements." These included location and type of building, on a main street, and detailed plans on sales, service and other facilities in terms of equipment and square footage needed to cover the larger market potentials. They involved hiring and a \$250,000 program for training dealers' salesmen.

By V-J Day about 950 of the 1,400 essential dealer points had been covered. Doss decided to hold the dealer roster at about that figure when steel became a bottleneck to sales. These dealers had a total of only 553 salesmen.

But as a result of the new policies, and the intensive promotion of them, Nash received an average of 100 applications for each dealership.

(Doss did not confine selections to present or past motor car dealers, but was equally interested in merchants who had made progress in other fields.)

By the end of the 1949 fiscal year, Nash had 1,233 dealers—who employed a total of 3,531 salesmen, or about three each. By the end of this year, dealers should have 5,000 salesmen, or about four each. Doss thinks this number should be enough to compete vigorously in a buyer's market.



CROWN PRINCE: When Mason gets ready to devote himself full time to such avocations as atomic research, the Boy Scouts and fly fishing, George Romney is expected to take over the reins at Nash-Kelvinator. Now 42, Romney is a former managing director of Automobile Manufacturers Association—of which Mason is president.

Even on the basis of the 139,000 cars sold in fiscal 1949, dealers averaged 113 sales each, or nearly two and one-half times the prewar figure. In the first three postwar years, Doss points out, "Nash delivered more cars per dealer than any other manufacturer in the combined low and medium price fields."

The dealers are keeping up the pace. Although Nash sales in the first two months of calendar 1950 were only slightly ahead of a year ago, the March volume—due partly to a current "Beat Your Best" contest—rose 34% from March, 1949.

The Rambler, he thinks, will help. Doss sees, with the intensified buyers' market, a trend, not toward price cuts, but toward lower-price brackets. In addition, there's a "direct Rambler market" among (1) families, including younger people, who as yet have no car at all; (2) families who want a second car; (3) Chevrolet, Ford, Plymouth and Studebaker Champion owners and prospects.

There are also the millions who must buy some car, soon.

Data compiled annually by Reuben H. Donnelley Corp. and R. L. Polk

& Co. show that as of last July 1 the average age of the 32,618,445 passenger cars then registered was 8.44 years. About 6 million of them (20.73%) were 13 or more years old.

But these, and others, have to be made Nash-minded.

In 1939 Nash spent \$2,200,000 in advertising to help sell \$47 million of cars. During the war the Nash name was kept alive in advertising with "situation" approaches. One, under the headline, "Until I Come Back," told what GI's in a foxhole were thinking about. Among other things, it was the family Nash.

By 1946 advertising expenditures had reached \$5 million.

A Peak Figure

The 1950 advertising-promotion total of \$8 million—which includes the company's half of dealer cooperative—will be about \$1 million more than that for 1949. And all promo-

"Business requires technically-trained individuals, but above all else, men with a capacity for fair dealing—men with mental honesty and a willingness to consider the viewpoints of others. A technically-trained mind which cannot understand people; which has no faith in the fundamental integrity of others; which lacks patience and willingness to work with others in a mutual cause, is of limited value. You will remember the Oxford professor's description of a technician as 'a man who understands everything about his job except its ultimate purpose and its place in the order of the universe.' Business needs much more than technicians. We need in our leadership, above everything else, the vital factor of character and human understanding."

—Frank W. Abrams
Chairman of the
Board of Directors
Standard Oil Co. of New Jersey

tion of the Nash name this year, including dealer half of cooperative, for the first time, will exceed \$10 million.

Introducing . . .

For a month Nash is turning its spotlights on the Rambler. Then the new baby will be presented with the Ambassador and Statesman, as a member of the family.

This one-month drive includes special use of spot radio on 207 stations and spot television in all 67 cities which have it. The current outdoor poster shows the 1950 Rambler convertible with its 1902 predecessor. Teaser and announcement copy on the new car has just broken in newspapers and magazines.

Since the war, Shad Lawler says, Nash has been the most consistent motor car advertiser in magazines and outdoor—using 13 national magazines and posters on 7,000 boards, every month. But 80% of expenditures are in local media. The 1,250 newspapers scheduled include dailies, weeklies and some foreign language papers.

For some years all Nash advertising stressed the Unitized construction and other features as "the pattern of cars to come." In 1949 the name Airflyte was adopted for this construction. The 1950 theme is, "There's much of tomorrow in all Nash does today."

The way George Mason expresses it is: "We build the best G—d—cars on the market." He praised their "terrific economy." ("Not just advertised economy.") He likes their "ride," style and endurance: "At 50,000 or 100,000 miles they're better than ever."

He believes in seeking continually to find what buyers want. "The public dictates," he explains—citing specifically the Nash conditioned air system. "But we create too. We try to anticipate what they want."

"Even in lower-price cars, people still want luxuries. To provide them in the Rambler we have to watch operating costs. But we don't cut corners on the product."

Working years ahead, the motor makers know that, whatever the qualities of their cars today, they will be better tomorrow. Probably, George Mason read with amusement a statement by the old Jeffery company for the 1906 Rambler:

"Taken in toto, there is within our observation no part or item of this car wherein we could make improvements."

That, he would say, is no way to start stalking giants.

Are you missing out
on a customer
who spends
\$120,000,000 a day
AND WHO IS BUYING
WHAT YOU SELL?

Every single type of product and service produced in the United States is being bought

NOW

by one of the 2,500 Federal purchasing agencies.

You definitely need not be a large producer to bid for this business. Concerns with as few as 6 employees are obtaining profitable contracts or sub-contracts.

The Government WANTS to do business with small and medium-sized companies.

You don't need salesmen, "influence," or "Washington Representation." All you need is an honest product—or service—at a fair price. It is easy to learn what procedure to follow, what prices, discounts and delivery schedules are current. Our free Advisory Service provides these. And remember, 20% of the business done in this country today is government business.

Government terms are "Cash"—usually 10 to 20 days.

Government contracts are bankable assets.

Here are sales opportunities for you—without number.

TRILANE ASSOCIATES, INC.
1 HUDSON ST., NEW YORK 13, N. Y.

Mail this coupon today.

Get the whole, simple story.

Trilane Associates, Inc., Dept. SM-5
1 Hudson Street, New York 13, N. Y.

Gentlemen:

We understand that you issue a Daily Bulletin covering the purchasing needs of 2,500 government agencies; that you also offer an Advisory Service on when and how to bid; that both may be subscribed to for a trial at \$17.50 a month—or regularly, at \$148 a year. Without obligation on our part, please send us full details and a sample bulletin.

Firm Name _____

By _____

Address _____

City _____

State _____

When a Salesman Complains, "My Quota Is Too High"

BY RICHARD D. CRISP*

He may be dead right even though the boss blames him for poor performance. The trouble may lie in failure to relate potential to the type of market. Mr. Crisp outlines a practical way to set quotas with an index.

Today's sales manager is under mounting pressure from two directions. He's under more intense competitive pressure than ever before. Competitors would like to acquire some of his sales volume, and they're working on that project continuously. He is under pressure from his own top management. With break-even points as high as they are, top management wants sales volume maintained at the highest possible levels. Naturally, they'd like that volume maintained on reduced cost ratios.

To keep his sales machine running smoothly under such a "pressure load," the alert sales executive keeps it well lubricated with facts. Those facts enable him to focus his sales manpower sharply on high-potential targets.

No. 1 source of marketing facts for many sales executives is *SALES MANAGEMENT's Survey of Buying Power*. While that survey is widely used, its full versatility is often unrecognized, even by sales managers who use it as their "fact book." One of its most important values, in my opinion, results when it is combined with other facts available to the sales manager. When so used, it often increases greatly the precision with which territorial sales opportunities can be pinpointed.

Here is a case study which illus-

* Director of Research, Tatham-Laird, Inc.

PURCHASE PROFILE BY CITY - SIZES

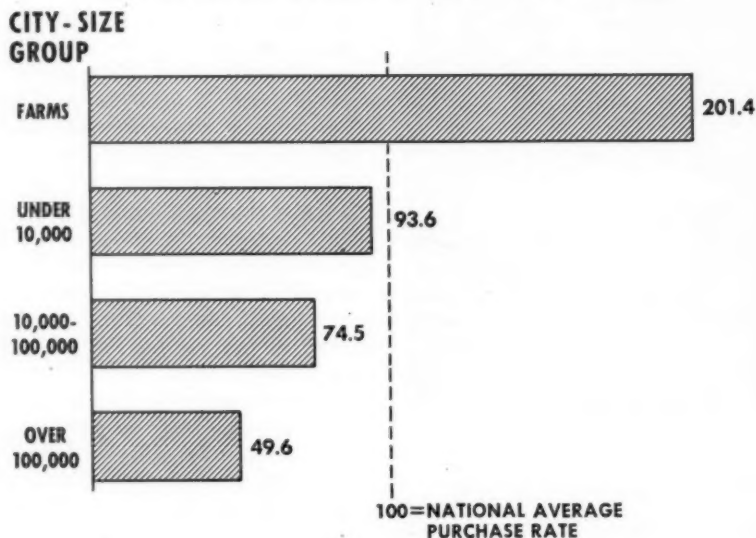


Chart I: WHEN YOU KNOW YOUR BUYERS: More than twice as many farm people buy this consumer product as the national average. This consumer product had a pattern on which the major-market approach would have been wasteful and inefficient and not reach market potential.

% OF MARKET BY CITY - SIZES

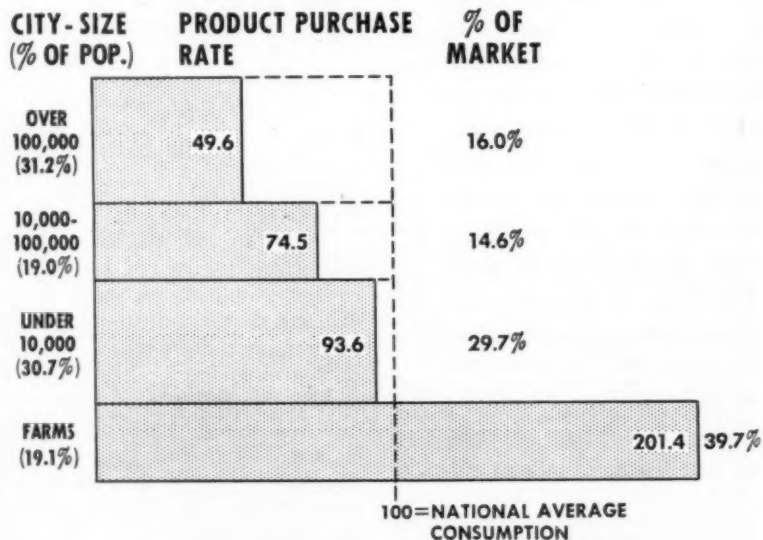


Chart II: SALES OPPORTUNITIES: This distort map shows the sales manager for a consumer product that he could shoot at 69.4% of the national potential without routing a single salesman into a city over 10,000 population.



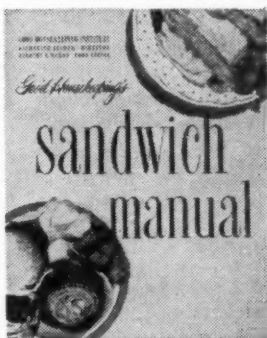
GOOD HOUSEKEEPING

The American Dairy Association has announced that its 1950 Award has been given to GOOD HOUSEKEEPING "For outstanding year-around editorial food content..."

"For outstanding editorial food content"

Providing our 9,971,000 readers with stimulating and *reliable* articles on food (in 1949, more than 16 pages a month!) is a continuing and important part of GOOD HOUSEKEEPING's *editorial service*.

We shall continue to provide the *most* and the *best* editorial content to serve the women of America, to stimulate demand for your products.



32-PAGE SANDWICH MANUAL IN MAY ISSUE

Here's an example of the kind of "award winning" editorial job we do on foods. It's probably the most thorough treatment ever given to that great American pick-me-up, The Sandwich. With its 32 pages (eight in four-color), hundreds of sparkling new ideas, it will do a great selling job for bread, and for dozens of related items to eat and drink. Ask us about it.

35¢
per copy

GOOD HOUSEKEEPING *sells goods*

The Homemaker's Bureau of Standards

57th STREET at 8th AVENUE • NEW YORK 19, NEW YORK

TANGIBLE SALES RESULTS

when you Advertise in TSN



Inquiries from your TSN advertising will increase sales and cut sales time and costs. TSN sales leads give your salesmen direct buyer follow-ups.

More than 100,000 transportation industry buyers read TSN each month—buyers in all phases of transportation. This coverage enables you to sell your accepted transportation industry markets, and at the same time—and at no extra cost—explore other segments of these markets.

Write for factual data on how TSN can help you get a larger share of this buyers market.

Transportation Supply News

418 S. MARKET ST., CHICAGO 7, ILL.
New York 17—122 East 42nd St.

ILLUSTRAVOX

SOUND SLIDEFILM PROJECTORS

Ready to roll in less than 3 minutes!

In audio-visual equipment as in television receivers and radio-phonographs, you can depend on Magnavox quality. For complete information on new automatic models write to ILLUSTRAVOX, 2145 Bueter Road, Fort Wayne 4, Indiana.

DIVISION OF THE Magnavox COMPANY

A Typical Territory Analysis

(See text for interpretation)

Classification	Consumption Index	No. of Families	Weighted No. of Families
Farm	201	198,600	399,186
Small towns	94	35,700	33,558
Medium towns	75	235,300	176,475
Large towns and cities	50	165,100	82,550
Total		634,700	691,769

trates that application. It demonstrates how a picture of the city-size pattern in product consumption was combined with data from SM's *Survey of Buying Power*. It is presented in sufficient detail so that you may be able to follow the case step-by-step and work out the same application in your own business.

Starting Point: City Size Pattern

The sales manager in this company started with a city-size picture of the variations in consumption of his product. The profile of the market for this product is illustrated in *Chart 1*. Farmers purchased this product at more than double the average consumption rate. People living in small towns purchased it at a rate only slightly lower than the national average. But folks living in big cities bought the product at a rate which was less than half of the national-average rate.

This kind of information is important because the normal approach to the sale of a consumer product is to crack the metropolitan markets first and then work down the city-size scale. This product had a pattern on which the major-market approach would have been wasteful and inefficient. The lushest order-picking on this product was out in the farm territories. *Chart 2* illustrates a "distort map" on the city-size sales opportunities on this product.

The vertical scale shows how total population is divided into four city-size groups. The horizontal scale adds an important second dimension—product consumption. There were 31.2% of U. S. population in cities over 100,000, but because such people used the product in question at less than half the national average rate, they represented only 16.0% of the total market for this product. At the other end of the scale, the 19.1% of population on farms represented almost 40% of total consumption, be-

cause of their high consumption rate.

Consider the practical usefulness of this kind of a picture of the market for a product. This one shows that the sales manager in question could shoot at 69.4% of the national potential without routing a single salesman into a city over 10,000.

The city-size profile shown is even more useful, in terms of the down-to-earth sales problems of a sales manager in a competitive market. By combining that profile with the basic data in SALES MANAGEMENT'S *Survey of Buying Power*, it is possible to develop far more accurate estimates of the potential of individual territories and sales districts than would otherwise be possible.

Let's document this point with an actual illustration, from the experience of the same manufacturer. The company was selling a food product. For purposes of sales control, it was using wholesale grocery trading areas as its control unit. There appeared to be a major sales problem in one wholesale grocery trading area which was particularly important to the manufacturer. Sales returns from that area were far above quota. The salesman in the territory said the quota was too high. The sales manager checked his claim, by reference to SM's *Survey* and the following information developed:

There were 52 counties in the area in question. The population characteristics of each county were examined. The state maps in the *Survey* provided a quick classification of counties by volume, which was checked against the detailed tables. For purposes of weighting by consumption indexes, counties which had retail sales below \$10.0 million (white on the SM maps) were classified as "farm." Counties in the \$10.0 to \$24.9 million range were checked against the detailed table. Those counties with a principal city larger than 10,000 population were thrown into the 10,000-100,000 group, while those smaller were kept

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Classification	No. of Counties	No. of Families
Farm	31	198,600
Small	6	35,700
Medium	14	235,300
Large	1	165,100
Total	52	634,700

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The territory's consumption index on the product is calculated by dividing the weighted number of families by the actual number. In this case, that index is 109. This indicates that families in the entire territory consume 9% more than average on this particular product.

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There are consumption variations on most products. In many cases those variations are less extreme than the ones described here. Where those variations are at all marked, however, you should take them into consideration in your sales-quota setting.

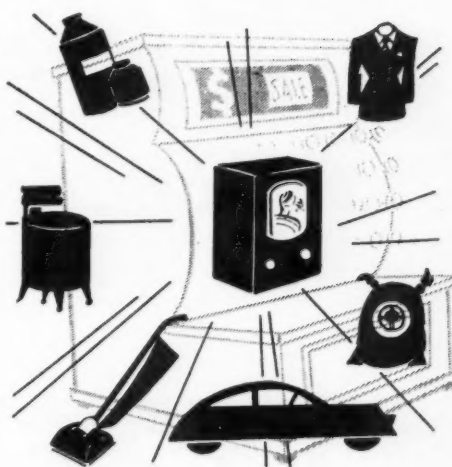
SALES MANAGEMENT's *Survey of Buying Power* is, of course, a general market index which cannot be expected to fit perfectly when applied to a specific product. To convert the general market indexes in the *Survey*

into specific market indexes is much less difficult than it seems. The increased accuracy with which you can estimate territorial potentials and evaluate territorial sales performance makes that refinement very much worth while.

You may say, "But I don't have any facts like those on how much of my product consumers buy, or on the differences in consumption in city sizes." That's no excuse. The information is available on a wide variety of products. Most companies simply need to dig for the sources.

in the

Growing Greensboro Market



--where 1/5 of North Carolina's sales are made!

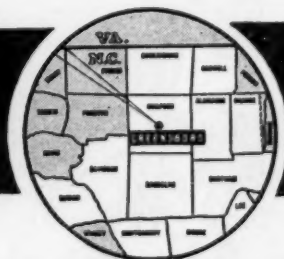
If you dream of making bigger sales in a tailor-made buying bonanza virtually your own, pick the South's leading state and the fastest-moving market in that state! . . . Here is a sample of the sales potential awaiting you in the Greensboro 12-County ABC Trading Zone: 1/5 of North Carolina's total retail sales, 1/4 of the state's dollar volume in manufactured goods, 1/8 of the agricultural income, 1/6 of the population, who consume 1/5 of North Carolina's branded food items! . . . THE GREENSBORO NEWS and RECORD'S 92,000 daily circulation delivers a neat 69.98% family coverage in this concentrated 12-county area . . . A hard-hitting schedule placed in this fast-growing major market will do wonders for your sales curve!

***Sales Management Figures**

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



One Way to Get Salesman to Do Detailing: Pay for It

BY A WEST COAST BROKER

Here's a compensation plan with an unusual factor built into it: premium-rate commissions on retail orders taken incident to the drudgery of trade-spade-work in behalf of wholesalers. The "how" and the "why" are explained here.

The broker, or manufacturers' representative, has one of the most difficult and complicated compensation problems in the selling field. I believe there is rarely a broker in the country who doesn't worry about it and rack his brains to work out a method of compensating his salesmen—one that will be fair and provide incentive, that will keep a man doing his best with large accounts and established lines, and at the same time keep him doing willingly the job of building up

a new product or a new line.

Some time ago we concluded that there was great validity in the principle that "you must pay salesmen for what you want them to do." Accordingly we established a plan through which salesmen are compensated directly for business they develop in trade detailing, quite separate and apart from other elements in the compensation plan. It isn't perfect, but it's the best system we've found to date.



"One more shot and we're finished!"

This problem must have faced every broker, as it faced us, as war-time sellers' markets began to shrink five years ago and we saw old-fashioned salesmanship coming back into its own. There was one difference: There were neither old-fashioned economic conditions nor old-fashioned men. Once they gave us a sample case and a territory and it was up to us, the old type of salesmen, to sink or swim. Most men refuse to work that way now and most of us who are now employers have no desire to ask them to do so. Besides, the straight commission setup does not provide the answer to our biggest problem: how to get salesmen to do the tough transfer or detail work which is essential in building up a line.

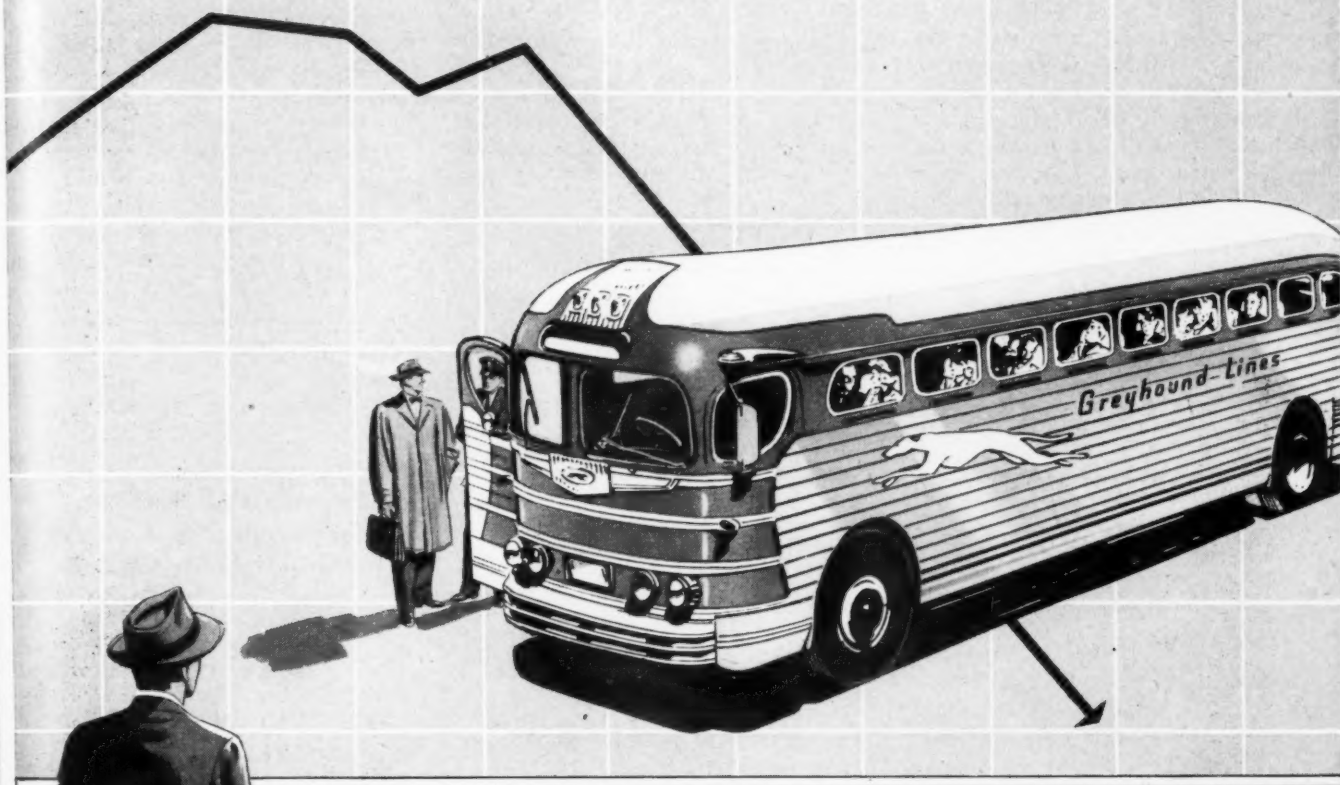
The method of compensation we worked out in response to this problem is an attempt to provide incentive and to compensate for the hard work in going down the street carrying the grip and working with each little retailer who may be a prospect for the line we are trying to build.

First, something about our business. We are old established brokers handling products which are predominantly in the drug field (exclusive of the professional or "ethical" pharmaceutical goods). Primarily, our customers should be wholesalers in the variety store, drug and tobacco field, plus department store buyers and chains. But, as every manufacturer has learned (and we are the manufacturers' sales department insofar as we are building markets for his goods), to introduce a line and build demand for it, then keep it sold, we not only have the task of selling wholesalers, but we have the additional job of building *their* business, working with their customers and showing them how to carry on.

Manufacturers judge us by the total business, by the sales volume on their products, but they also judge us by the distribution we build for it. Real distribution takes in the detailing of a host of little accounts. That is what makes salesmen's compensation the complicated problem it is in the brokerage field.

We have 15 salesmen and our sell-

Sales Costs go down ...



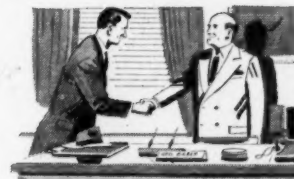
- when salesmen go GREYHOUND!

You can put an end to oversize overhead, on a big percentage of your sales travel, by using or specifying Greyhound . . . with fares that average about one-third the cost of operating a car.

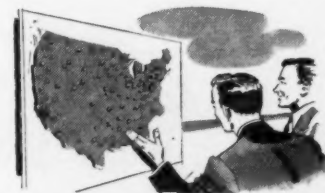
Greyhound reaches deep into every corner of rich sales territory—big cities, small towns, industrial centers, farm communities . . . and Greyhound SuperCoaches serve these places on frequent schedules, timed for top convenience.

Your salesmen will appreciate the chance to make more calls a day, to relax as they ride in deeply-cushioned, adjustable easychairs.

This year, plan to use Greyhound's direct routes to higher sales at lower cost!



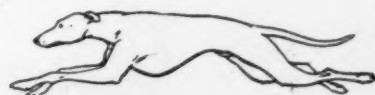
"ITS FREQUENT SERVICE HELPS ME MAKE MORE CALLS PER DAY"



"GREYHOUND COVERS OUR NATIONAL TERRITORY—LIKE A BLANKET!"



"GETS ME THERE REFRESHED READY TO DO MY BEST SELLING"



GREYHOUND

ing territory includes the 11 western states. In many of our territories we have men who call on and sell large accounts, but who still have to do the detailing if they are to handle the job we have taken on for the manufacturers we represent.

Most lines we take on have to be built up. If a line is established and going well, manufacturers do not want to give a broker what they have to pay him. The down-the-street, patient, store-to-store plugging is what does this building up. We know this from experience. Many salesmen

do not know it, or will not be bothered if they are getting enough from easier volume lines either to earn enough commission for themselves or to justify their salaries.

So, straight commission will not provide the incentive or the result. A man dependent on commission will sell established products, concentrate on accounts where he is most certain to get orders, or get big orders, and neglect lines which must be built up for future results. Or perhaps he figures that he can not afford to invest that amount of time and effort on a

venture which is in a sense speculative. Immediate results look discouraging. Retail orders picked up, even with success, are small. Neither is a salary-and-expense plan the answer, because a man thus compensated, who must of necessity work on both established and new lines, on larger and small accounts, on selling to wholesalers and on detailing wholesalers' customers, will want to make a showing in terms of orders, forgetting the importance of creative groundwork on the unproved line.

So, here is our solution: We pay our men salary, traveling expenses and automobile expenses. They all get

Cash Registers Ring in Central Ohio when folks hear it on WBNS

If you want sales in central Ohio then it takes WBNS to do the job for you . . . Yes, WBNS has the listeners with the buying power who will step into the stores and purchase your product. There are 187,980 families in this area who keep tuned to WBNS plus WELD-FM. Twenty-five years of listening have proved to them that they can depend upon WBNS for the best in news, entertainment and information. That's why this station does a better selling job at less cost to advertisers.

ASK JOHN BLAIR

POWER 5000 D · 1000 N · CBS COLUMBUS, OHIO

"Salesmanship is persuasion—not compulsion. It thrives in a democracy because persuasion dominates that form of government . . . is of minor importance in dictatorships where compulsion is the dominating force."

"Successful Salesmanship"
by Paul W. Ivey

that. In addition we give them commission on sales to wholesalers for whom we do not do detailing. Variety wholesalers are an example. The men get the same commission set-up on orders from department stores, large drug stores, chains—all accounts that do not require detailing.

On accounts that do require detailing no commission is paid. But the salesmen draw a much larger commission on the detail orders.

Here's how it works: We'll say Jim Brown is working the Salt Lake City territory. He will call on wholesalers in different classifications and sell all of them. He will get his commission on his sales to all of them except to drug wholesalers. For drug wholesalers in this territory he will do the detailing and get a much larger commission on detail orders, orders from all little retailers who go to the wholesaler to be serviced. The difference in the amount of the commission paid for these detail orders and the large orders which he sold to other classifications of wholesalers or direct accounts, provides a worthwhile incentive.

The salesman can pick up on an

SALES MANAGEMENT

average of \$100 to \$125 a month extra through this detailing commission bonus plan. For that extra commission he has done the grass roots selling—showing samples, explaining and demonstrating the line, checking stocks, setting up displays, helping the retailer with his advertising. It is the toughest part of his job and in return for the hard work and patiently expended time, he comes away with an order for a few dollars' worth of the product. But he is being adequately compensated. He is building his territory, building the new line or lines. His firm, in turn, is able to do for manufacturers the job that justifies the broker's situation and, in the long run, assures the salesman of his job.

What is very important is that this plan has accomplished what it was devised to do: demonstrate to the salesman in the field that detailing is the most vital part of his function, that if he handles it efficiently, intelligently, the rest will follow.

The basic salary, under this setup, we consider advisable both to protect the man and to protect ourselves. This field is too uncertain to make it practicable or attractive to compensate by commission only. For our part, when a man is on salary we have control over him.

Take for example this contingency: The salesman is out on the road. A deal breaks. He has to return to town

"Advertising may make the first sale but future sales depend upon the package, product and price."

"Advertising"
by Albert Wesley Frey

and contact wholesalers, etc. The man's schedule is disrupted. He is inconvenienced. He has to stop his trip. If he is on commission alone, he is likely to balk.

No method of compensation by itself will make a poor detail man into a good one. We do not pick the high pressure type for this work. It is low pressure selling and, to begin with, we must be sure that we have the man who likes this kind of work, one who enjoys going down the street with his grip and contacting a lot of people and patiently working with them. Most of us in the drug field started out that way and I do not believe we considered it drudgery. I

know I didn't. It was part of the game.

How successful is our compensation plan? We can not compare the last five years with the five before that because they were abnormal war years. We can say that our accounts are satisfied and the men like it. We have very little turnover.

It is the best compensation plan we have devised so far to accomplish the desired end. That does not mean that we are not looking for a better one. We have no doubt that it is true of all brokers. Probably the ideal setup,

if it could be worked out, would be, in effect, to set the salesman up in business for himself—give him a territory, figure its potential and split it with him. Has anyone worked out such a system?

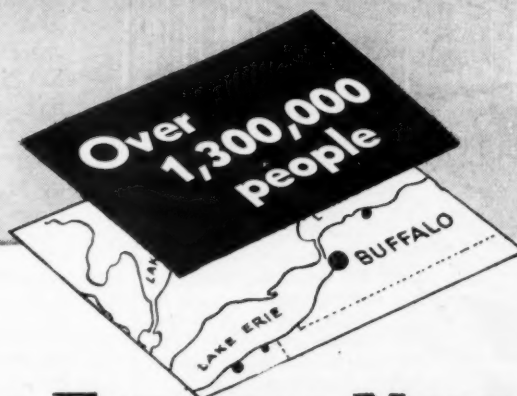
We have put our problem; our provisional solution frankly. How about other brokers telling their ideas and experiences relating to compensation—how it can provide incentive, not just to get orders, but to do grass roots selling and be at the same time fair to the man, the broker and the manufacturer?

Easy as:

A Sell the News readers

B and you sell the

C WHOLE BUFFALO MARKET



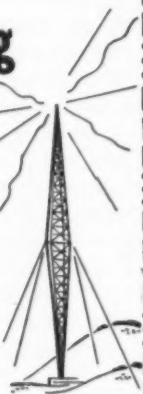
BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

Advertising for National Radio Institute



... Stimulates action with mail order advertising that completely eliminates personal sales contact.

... Impelled hundreds of thousands of ambitious young men in the last five years to tear out and mail keyed coupons.

... Since 1925 National Radio Institute's advertisements have been planned and prepared by

Van Sant, Dugdale

Advertising Since 1912
BALTIMORE

Write ... Wire ... Call Today

Swift Sharp Slick!

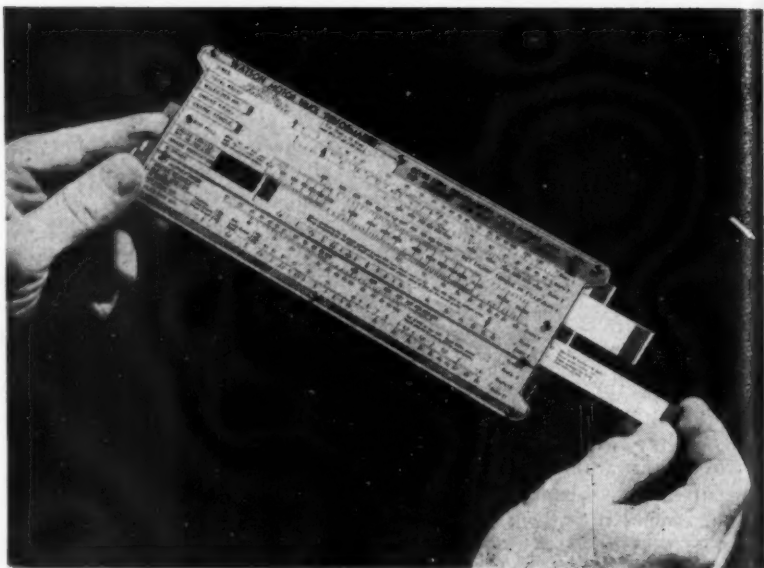
... and
it carries
YOUR NAME

Here's a real tool of a thousand uses. The colorful plastic case holds a single edge blade, safely locked in open or closed position. Imprint space for 3 lines in two positions. Use the Cavalier for opening cartons, packages ... on the drafting table ... in the press room as a "make ready" knife, or for any purpose requiring an extra-keen edge.

Contact your jobber or write for prices and catalog of complete King Kut Line.

THE
King Kut
LINE

The Unsinger-AP Corp.
Dept. 20-5M Toledo, Ohio



PERFORMANCE OF A TRUCK under specific operating conditions can be closely approximated with this new slide rule. It's compact, made of plastic.

Coming your way . . .

.....**new slide rule** is designed to measure motor truck performance under specific operating conditions. From values of a number of factors in the operation of a specific truck, the slide rule gives the speed, gear ratio and horsepower required for any load or grade. Factors used in the computation include net engine torque, preferred engine operating RPM, net horsepower at that RPM, transmission and axle ratios, tire size, gross vehicle weight, type of road and maximum grade. Rugged, resistant to oil, grease, water and most chemicals, the Vinylite rigid sheet plastic of which it is made has high dimensional stability, permitting accurate computations under virtually all conditions. The compact calculator is distributed by H. S. Watson Co., 1145 Harrison St., San Francisco.

.....**novel screw driver** has a built-in flashlight that lights up the head of a screw obscured by shadows or completely blanked out by darkness. The handle of the tool houses a flashlight bulb, battery, and directional lucite lens. The user can throw a perfect circle of light onto the work where needed and as long as desired. Flashlight operates by turning a knurled knob in the handle dome and will remain illuminated until switched off. The knob does not

interfere with manipulating the screw driver. Handle is constructed of break-proof, shock-proof, fire-safe Amberyl and is designed for handling comfort under long periods of usage. The deep flutes provide easy vacuum grip, while all flute edges are chamfered to prevent hand soreness. Called the Vaco Amberyl Flashlight Screw Driver, it has a standard blade of forged chrome Vanadium. A product of Vaco Products Co., 317 E. Ontario St., Chicago 11.



A FLASHLIGHT is in the handle of the screw driver and can be used to throw and hold a beam of light on the head of a screw obscured by shadows.

Toughest Sale I Remember



"It took me all night, but when his office opened the next morning I was waiting for him."

The Case of the Sore Customer

My toughest sale? Maybe not my toughest, but certainly a sale to remember and profit by what happened just after I had received my first promotion with the company of which I am now vice-president.

Did you ever have to re-sell yourself? It is harder to re-sell yourself after poor performance than originally. I had made a bad impression on my first visit to an important account. So bad, in fact, that I was to be kept out of that territory if the distributor involved was to continue to handle our product. Informed by telephone of this decision while away

BY GEORGE S. JONES, JR.

from my home office, and knowing that my new assignment depended upon my ability to get the distributor to reverse his request, I immediately started driving. I was several hundred miles away from the city in which this distributor was located. It took me all night, but when his office opened the next morning I was waiting for him.

What happened in the next three hours is immaterial, but the reason for that interview and the lessons I learned are not. The reasons? I had made a statement during an impromptu talk to a group of dealers, without full knowledge of that distributor's inventory situation. What

I said was to the detriment of that distributor's interests. Further, I did not know, because I had not troubled to investigate, that this distributor was a rabid teetotaler.

Never again was I to repeat those mistakes. From then on I made it a point to know both the situation facing a prospect or customer, as well as the personal convictions of that prospect or customer.

But perhaps of equal importance was this lesson which I learned: No matter how unpleasant the task or tough the problem, there should be no delay in approaching it. Nor is there any substitute for a personal, face-to-face interview between the prospect and the salesman, regardless of the product to be sold or of the attitude of that prospect.

GEORGE S. JONES, JR. is vice-president of Serrel, Inc., Evansville, Ind., and served two terms as president of what is now National Sales Executives, Inc.

methods chart for MANUFACTURING

MECHANIZATION...HERE!

(PRELIMINARY STEPS)

Consistent application of the high-speed, low-cost tools of ADVERTISING to reduce the time factor and shorten the route to the "pay-off" steps.

1

CONTACT

—reach all of the men who directly or indirectly control the buying.

You have to tell your prospects WHO you are, and WHAT you make.

2

AROUSE INTEREST

— in the type of product you make and sell.

No interest — no sale! This is the "warm-up" step. It's getting ALL of the men who buy better acquainted with your company—your product—and what it can do for them.

3

CREATE PREFERENCE

—for your particular brand or make.

When your prospects begin to regard your product favorably you're a jump ahead of competition. You've built a pretty good foundation for a SALE.

YOU'LL WANT a copy of the new McGraw-Hill booklet, "Mechanizing Your Sales with Business Paper Advertising." Ask your McGraw-Hill man for your copy, or write us on your business letterhead.

COPIES of this Methods Chart for Manufacturing Sales—on heavy stock—3 colors, size 24" x 11", suitable for framing—are yours for the asking.

H E A D Q U A R T E R S F O R

SALES

SPECIFIC PROPOSAL

—fitting your product to the prospect's needs.

After you've developed your prospect to the point of giving your product favorable consideration you can begin to talk turkey. Sizes, shapes, finishes, price, terms, delivery dates come into the picture. Specific applications must be recommended, discussed and determined.

The prospect has to be **SOLD** — and that's the job that can only be done by personal selling.

CLOSE THE ORDER

—in spite of all kinds of competition.

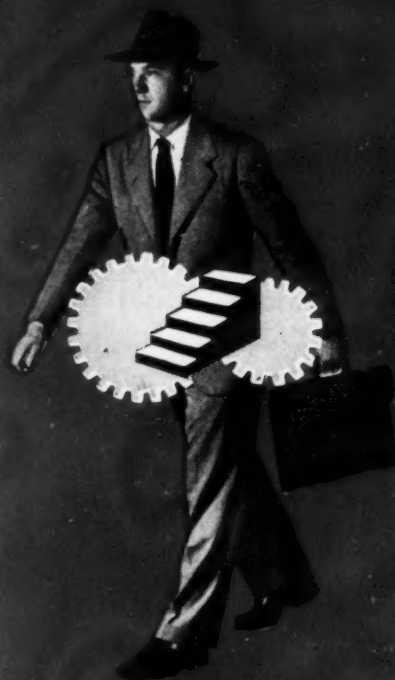
This is the pay-off step. It's the final link in a series of consistent, hard hitting and often tedious selling operations. Getting the order takes plenty of patience, resourcefulness, selling ability — and a lot of time. T-I-M-E is the priceless ingredient to the man who sells.

...and when it comes to keeping the customer **"SOLD"**

—advertising is the salesman's tireless helper. Working together they can lay an invaluable foundation for r-e-p-e-a-t s-a-l-e-s.

GREATER PRODUCTIVITY... HERE

With "Mechanized Selling" (ADVERTISING) functioning properly on Steps 1 — 2 — 3 the salesman can concentrate more of his valuable selling time on the important job of producing finished orders.



McGRAW-HILL
publications

B U S I N E S S I N F O R M A T I O N

300 WEST 42nd STREET, NEW YORK 18, N.Y.



BY LIONEL B. MOSES*
Vice-President, Parade Publication Inc.

Vice-President, Parade Publication Inc.

A joint promotion on Bisquick-for-waffles and a table syrup springs a media man out of the dog house. . . . It also involves a moral about the need for finding out what the buyer wants to sell. In this case, there was a price element.

The shelf price on this new Rajah Syrup package, he told them, was 23c, but he could give them a 21c special for this promotion. They could also have a special price of 32c on Bisquick — 53c for the combination sale . . . and he hoped each district manager would order out five cases of Rajah Syrup per store. There were about 500 stores in the Detroit Unit (This was before the days of super markets), so five cases per store would mean sampling Rajah Syrup in about 30,000 homes with a one-week promotion—which should earn for Mr. Hanson a pat on the back from Graybar Building. An A & P sales manager who gets one of those Graybar pats is a real Man of Distinction, so Hanson gave our promotion the gun. He outsold Mr. Wilson on Bisquick-for-waffles, and out-sold

SALES MANAGEMENT



Honestly!

They must

**LOVE US
IN DETROIT**

(in Flint, South Bend,
Pontiac, Lansing and
Kenosha, too!)

NEW CAR LINAGE - 1949

Pacific Coast Key Cities, Daily & Sunday
(Less American Weekly and This Week)

RANK	CITY AND NEWSPAPER	TOTAL LINES
1.	Los Angeles Times	578,939
2.	Los Angeles Examiner	568,492
3.	Oakland Tribune	543,270
4.	San Francisco Chronicle	525,480
5.	San Francisco Examiner	524,939
6.	TACOMA NEWS TRIBUNE	467,870
7.	Seattle Times	461,807
8.	San Diego Union	452,532
9.	Los Angeles Herald Express	448,976
10.	Portland Oregonian	411,025
11.	Seattle P.I.	400,290
12.	Sacramento Bee	399,664
13.	Portland Journal	387,866
14.	Fresno Bee	386,687
15.	San Diego Tribune Sun	353,965
16.	San Francisco Call-Bulletin	351,193
17.	Oakland Post-Inquirer	351,134
18.	Spokane Spokesman-Review	345,674
19.	San Francisco News	313,110
20.	Los Angeles News	279,208
21.	Spokane Chronicle	274,352
22.	Pasadena Star News	260,333
23.	San Diego Journal	200,227
24.	Modesto Bee	189,904
25.	Los Angeles Mirror	185,971
26.	Sacramento Union	182,322
27.	Pasadena Independent	127,531

Source: Media Records, Inc.

THE Tacoma market ranks 'way up in new car sales — in car lineage. Just another example of the reason you've got to **THINK TWICE ABOUT TACOMA** if you hope to do a full, effective selling job in the growing Puget Sound country.

Tacoma-Pierce County

SECOND IN NEW CAR SALES
in Washington State

The Tacoma News Tribune

FIRST IN NEW CAR LINAGE
in Washington State

Think TWICE About Tacoma

1—It **MUST** be covered. 2—It can be covered **ONLY** by the Tacoma News Tribune. (Check these daily newspaper coverage figures for Tacoma-Pierce County!)

THE TACOMA NEWS TRIBUNE	96%
Seattle Morning Paper	11%
Seattle Evening Paper	3%

The

The

TACOMA

News Tribune

TACOMA

News Tribune

Represented Nationally
by Sawyer, Ferguson, Walker

NEW JERSEY'S FOURTH LARGEST MARKET

Bayonne EATS WELL



You bet we eat well in Bayonne. We spend \$292.00* per person or—36% MORE on FOOD in Bayonne than the national average. Get your share of this premium market by advertising in the only newspaper with 99.85% of its circulation concentrated in the City of Bayonne. *Source—Sales Management

Bayonne CANNOT BE SOLD FROM THE OUTSIDE

Send for the TIMES Market Data Book

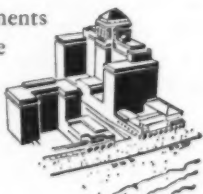
THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

CONVENTION PLANNERS

Our sales arguments
are as attractive
as our rates.
Let's talk
it over.



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N.J.
Operated by Leeds & Lippincott Co. for 60 years
Write for illustrated brochure No. 1

POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed
in Rolls. Easy to buy - Easy to apply - used for
Packaging - Point of Sale Advertising - Dealer
Instructions - Distributor Literature Imprints.

TOPFLIGHT TAPE CO. YORK, PA.

At Last

A Salesman Selection Test

Made for Sales Managers by Sales Managers
Practical Reliable Valid
Send \$1.00 for sample copy—satisfaction guaranteed.

"The Sales Institute"
330 Commercial Exchange Bldg., Los Angeles, Cal.

TEXAS

Top flight sales executive, 48, personal, producer, aggressive, organizer; highest type unblemished references; experienced general merchandise, foods, industries. Open for incentive arrangement with top concern seeking to improve Southwestern position. P. O. Box 2803, Dallas, Texas.

me on the sales-building power of the advertising.

District Manager Jack Dalton spoke up: "Give me a 49c price," he said, "and I'll take 10 cases per store instead of the 5 you ask us to take." "So will I," "So will I," other district managers offered. "Sorry," Mr. Hanson told them, "I might squeeze it down to 51c, but that is as low as I could possibly go." They told him 51c would be no better than 53c, and when the meeting broke up some of the districts had ordered 5 cases per store, while some would take only 3 cases. The promotion would be put on, but neither Mr. Wilson nor I felt very cheerful about the outlook for a success story to take back to Mr. Lott.*

The next morning Mr. Wilson and I drove to Grand Rapids. We were just entering Lansing when Rod commented, quite casually, that it was too bad the Detroit Unit hadn't stocked the 20-ounce package. I jumped as if he had jabbed a pin into me. "Please repeat that slowly," I said. "Do you mean to tell me Bisquick is packed in two sizes?" He was, naturally, surprised by this question. It had not occurred to him that I would start working on a promotion without knowing how the product was packaged; but that was what I had done.

Mr. Wilson explained that they had a 40-ounce package and a 20-ounce package, but A & P handled only the large size in their Detroit stores. "How could you ever hope for another such opportunity to get your 20-ounce package in?" I asked him. "Let's get to a telephone—and fast."

A Prize Package

I called Mr. Hanson and he was quick to agree that we had all been asleep on an opportunity at our meeting the previous evening. He was anxious to put pitchers of Rajah Syrup on dining room tables in the Detroit area, and General Mills was anxious to have syrup from those pitchers poured on Bisquick waffles. His district managers were crying for a 49c price; so why not give them a 39c price, getting his full 23c for the syrup and 16c for the small package of Bisquick?

"How soon can Mr. Wilson deliver two cars of the 20-ounce pack-

* SM readers who know anything about food store price-lining problems during the early 1930's will understand why these district managers were so anxious for a 49c price, and why a 39c special would have an even stronger appeal. To all other readers, sorry: that's too long a story to tackle here.

age?" That was all Mr. Hanson wanted to know. I handed Rod the telephone. He didn't wait for freight cars. Trucks loaded with 20-ounce Bisquick started for Detroit that day.

When Mr. Wilson's report came through, Mr. Lott unlocked the dog-house door and let me out. It was one of the most successful promotions the Detroit Unit had ever put on, Mr. Caldwell told me.

The most significant thing about this experience—the most interesting thing to me—was our failure to suggest the 20-ounce package at the dinner meeting. Let no reader make the mistake of brushing that off as a "dumb oversight." It was nothing of the sort, and to see it that way is to muff the real point completely. Rod Wilson was an exceptionally good salesman, but he had tried again and again to sell the 20-ounce package to A & P's Detroit buyer, and he had been turned down repeatedly.

I had not been through that experience—so all I saw, when the small package was mentioned, was a solution on the 49c impasse.

The obvious lesson for all salesmen is that when a buyer locks the door against an item, don't keep trying to force the lock. Look for another door. Look for something the buyer is anxious to sell, then hunt, hunt, and keep hunting for an opportunity to hitch the two items together.

Another lesson, and a far more important one, can be learned from that "Bisquick - for - Waffles" promotion. The same lesson can be learned from the initial promotions on Miracle Whip salad dressing. Both items are "luxury foods." Both were launched when the depression of the early 1930's was scraping bottom. Both were successful. They proved, as vigorous, intelligent selling always proves, that a good product, fairly priced and well advertised, always can be marketed successfully in the United States. When the people of this country want something, they buy it. And when the women want it, you can say that again.

Red Motley has been hammering on one theme for years. "Needs are not important," he says — and he proves it. "Even purchasing power is not important," he insists. "Nothing is really important except wants. Good salesmanship, including the salesmanship in print which we call advertising, must create wants. Nothing happens until somebody sells something."

Red is so right!

SALES MANAGEMENT



Picture of a prospect deciding to buy



**AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS**

She uses the 'yellow pages' of the telephone directory like 9 out of 10 shoppers to find the products and services she needs.

You can direct prospects to *your* authorized dealers or outlets through Trade Mark Service in the 'yellow pages'. Simply arrange with your Bell Telephone Company to have your trade-mark or brand name displayed in the 'yellow pages' over a

list of your dealers. You can have this service in 32,000,000 directories across the nation . . . or limit it to specific localities.

Trade Mark Service ties your local dealers in with your advertising program. It localizes your national advertising . . . brings buyers to your authorized dealers . . . makes "good looking" for your prospects and *good* selling for you.

**For further information, call your local telephone business office
or see the latest issue of Standard Rate and Data**



Shop Talk



How to roll up Rug Sales*

A higher pile of profits is
yours, when you advertise
in HOUSE BEAUTIFUL!

It's floor covering manufacturers'
first choice as a medium for
effective selling . . . because its
2,500,000* readers (50,000
of whom are retailers) have been
proven the most sales-active
magazine audience in America!

**4.5 readers per copy, based
on publisher's surveys*

House Beautiful
*sells both sides
of the counter*

Miscellaneous Cuff Notes: SM's Readers' Service Bureau now has reprints of "Who's Who of Department Stores in New York Buying Groups" (SM, March 15) . . . Price 25c . . . The Lionel Moses series of "Adventures" which will wind up with the July 15 issue will probably be reprinted in book form . . . The editors are beginning work on a new portfolio of sales control forms for summer publication . . . Jim Cumming, one of SM's old-reliable contributors, is turning out a new series on how to work with the mail order houses.

Coming May 20: One of Mike Hughes' dig-deep-and-tell-all stories about what's going on in air transport . . . and an analysis of the basic plan behind Du Pont's industrial advertising . . . The editors have just okayed an outline for an article on the technique of effective sales bulletins. You may remember that the recent NSE survey on hiring and training salesmen showed sales bulletins to be the single most widely used training medium . . . And speaking of NSE, at least four of SM's staff members will be seeing you in Detroit on May 22.

Choo-Choo

Years ago when the first diesel engines were just beginning to replace steam locomotives on the railroads, I fell into conversation with a fellow traveler on a train running between St. Louis and Chicago. I learned that this man was a professional train-rider. He was a rather odd combination of mechanical engineer, public relations expert and missionary man. He represented one of the industrial giants that make diesels, and it was his job to do nothing but watch diesel performance, to trouble shoot, and to do what he could to wear down the granite-like prejudice that then existed among union train crews against diesel engines.

I doubt if this man ever thought of himself as a salesman, yet he was wholly occupied with an important phase of the selling process which, in many other lines of business, has to a marked extent gone unrecognized. He was watch-dogging on the product after it got into the hands of the customer. He was doing the service work that had to be done before there could ever be another order.

It's obvious that in selling diesel locomotives at this specific period in railroad history, no company could afford to sell and forget. A parallel situation exists in many companies today, but there is little recognition of the need for adequate follow-through to the sale after the order is on the books. The result is a far higher than normal turnover among accounts.

To go back to the railroad story: At the time of my conversation with the diesel representative, any weakness in the performance of a diesel engine was likely to be seized upon by old-timers as an opportunity to voice their distrust of this new-fangled power monster. Of course things have changed by now, and the very railroad on which we were riding that day is now 100% dieselized. The road missed not a single run during the recent coal strike, while another road using the same station had posted huge notices to the public warning them to check on time-tables because half the trains had been taken off on Government coal conservation orders.

Yes, diesels are "in" today. But at that earlier time the sale of a diesel engine was only an incident—and a potential opportunity. It was what happened after the first locomotives got onto the tracks that counted. The policy of eternal watchfulness on product performance and thoughtful attention to the attitudes of those responsible for the operation of the product, was what laid the groundwork for future sales.

All of which brings me around to the comment that one of the distinguishing marks of a top-notch salesman is the care he invests in follow-through after the order is in the bag. The attitudes he exemplifies and the services he renders to see that the customer derives full satisfaction out of the purchase, are the things that transfer a casual buyer-and-seller relationship into a continuing client-and-advisor relationship.

Under such a concept the salesman realizes that he has a direct and vital interest in every product he sells for the full life of the product. If the buyer gets something less than satisfaction out of a purchase because he doesn't know how to use it, or because he can't get quick efficient service on it, or for any other reason, the salesman hasn't taken the very first step he needs to make toward the creation of another order. We can't get away from it: *The product must perform* if the buyer is to come back. There are few salesmen who can survive very long on one-time purchases. The point is that not nearly enough salesmen make it their business to follow through on performance, nor take advantage of the priceless opportunity to turn the buyer into a customer. "If it doesn't work let some guy in the factory worry about it!"

It has been my observation that the account that sticks with one salesman through flood and fire and the toughest kind of competitive rivalry does so because the buyer thinks of the salesman not as a man who separates him from dollars, but as a service consultant who thoughtfully and unselfishly helps him meet his wants and needs. This salesman is "an ever-present help in time of trouble"—on call, with service cheerfully provided even when the next order is forty miles around the bend. Through his attitudes, his ideas, and his willingness to expend effort in behalf of a client, he has built so much confidence that he is relied upon as a friend and competent advisor. This seems to me to be the perfect relationship between buyer and seller. And the one that, in the long run, is by all odds the most profitable.

After all, one of the toughest types of sales resistance to encounter is a statement that "we're satisfied with our present source of supply. We're so satisfied that we wouldn't change, even to gain a slight price advantage." If you get far enough behind such a statement, you'll usually find one of these client-and-advisor relationships has been built by some skillful salesman.

Even the greenest sales cost accountant knows that it costs more to win a new customer than it does to hold an old one. The salesman who fails to allocate a proper proportion of his selling time to adequate post-sale calls gets himself into a vicious circle. He increases his own account mortality rate and thus is forced to seek an excessively large number of new accounts to stay even with the world. These new ones take more time, cost the company more money. And never forget that from the long-range public relations point of view, the satisfied customer who is held becomes a center of influence for future sales, while the disgruntled buyer who has had an unfortunate experience with the product is sure to toss out a bouquet of scallions whenever the product is mentioned.

You don't have to take my word for it that the most perfect sale is only half made when the product is delivered and billed. You can draw a score of case histories out of your own experience. As for me, I'll never forget the salesman who sold me my first Royal portable typewriter. He watched that machine like a nurse watching an incubator baby. He instructed me carefully until I learned how to use every mechanical advantage of it. He brought me a sample of an improved carbon paper which would allow me to make better multiple copies. Before he got through the machine had taken on such a personality that I named it. (It was a "she;" her name was "Josephine.")

I've used Royal portables ever since. When my present one breaks down from sheer senility, I doubt if I shall even bother to look at any other make.

A. R. HAHN
Managing Editor



Don't let **CRATING** rob your Display Budget

**North American Padded Vans
Deliver Exhibits Promptly,
Safely, Economically**

Crating adds 10 to 15% to the original cost of a trade-show display—but adds *nothing* to its effectiveness! That's why so many firms now ship their exhibits *uncrated*, in North American padded vans. Save crating expenses, shipping weight, setting-up time.

New Brochure Free

See classified phone book for your local North American Van Lines agent. Ask him for helpful booklet on moving exhibits and displays, or write us.



Personnel and Plant Moves

Call in North American for dependable moving of transferred personnel, and on office or factory moves. It costs no more to get this superior service.

NORTH AMERICAN VAN LINES, INC.
Dept. SM3, Fort Wayne 1, Indiana



MASTER LIST OF "NEVER-OUT-OF-STOCK" NUMBERS
FOR STYLE QUALITY FIT BUY DAY'S IT ALWAYS PAYS

LOT NO.	QUAN.	WASH. OR COAT	24	26	28	30	32	34	36	38	40	42	44	46	48	50
5402	10															
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5495	10															
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5498	10															
5499	10															
5500	10															

AUTHORIZED DEALER: *Brook Clothing, Inc.*
DEPT. NO. *100* CITY *Seattle, Wash.*
SALESMAN *George Hadden*
PHONE *2-1111* ADDRESS *1520 1st Ave.*

REGISTER DEALER NUMBER *100*

Day's
SINCE 1905
Tailor & Clothing, Inc.
TACOMA 1, U. S. A. PHONE MAIN 2118

Day's Sales Up 69%; Balanced Stock Plan Is Big Factor

They call it the "Never-Out-of-Stock Program." After a year of tests in key outlets, the system is being extended to all dealers who handle Day's Tailored Clothing lines. It saves lost sales, provides perfect production control.

Keeping a balanced stock of staple lines is one of the tough problems in retailing men's wear. From time to time manufacturers have worked out stock-control programs for dealers. The manufacturer's object, of course, is to build sales by seeing that the retailer carries sufficient merchandise in a wide range of sizes to handle his trade. Too often, though, the stock control program becomes complex and cumbersome and the retailer pushes it into discard.

A simple, new stock-control pro-

gram recently has been devised by a West Coast trousers manufacturer, Day's Tailored Clothing, Inc., Tacoma, Wash. It was tested for nearly a year in key retail outlets. Gradually, it is being extended to all of Day's major dealers in 16 states west from Minnesota and Texas. Already 200 dealers are operating under the program.

Day's program is called the "Never-Out-of-Stock Program." It is one of the most important merchandising tools in the company's kit.

Day's assumes the responsibility for putting it into operation and keeping it working. The company knows that the average dealer does not have a record of sales or stock control of individual lines. Although dealers appreciate the value of such information, they lack the time and manpower to maintain it. Here is how Day's program works:

In the course of his rounds, a Day's salesman shows the dealer the new stock control program. He determines, with the aid of the dealer, what volume of sales to expect in various items of Day's line. Based solely on the dealer's anticipated volume, the Day's salesman then fills out the stock control book, showing how many pairs of each size are necessary to give a balanced stock for the anticipated volume.

"How do you know what sizes I am going to sell?" the skeptical dealer may ask.

Teacher acceptance important in school equipment sales

CHICAGO:—There's a vital gap in the advertising and selling coverage of many companies that are after some of the multi-million dollar school equipment business, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines, Inc.

"When personal selling efforts and advertising programs are directed only to obvious buying factors—superintendents, purchasing agents, principals," said Miss Rawson, "the teachers who will use the equipment may not be sold on it and their opposition may nullify all the selling effort."

Salesmen can't contact the more than 1,000,000 public school teachers, but advertising in State Teachers Magazines reaches the teachers and executives, too, Miss Rawson pointed out. Each of the 44 State Teachers Magazines is edited and published for school people in one state.

The complete story of State Teachers Magazines' unique, state-by-state coverage of the educational field is available in a 12-page, file-size folder. It's free. Write for it to Georgia C. Rawson, Executive Vice President, 309 N. Michigan Avenue, Chicago 1, Illinois.

size of Day's line. The company produces a complete range of men's trousers: wool whipcords, used primarily in industrial uniforms (In this line Day's makes jackets, too.), corduroys, the traditional garb of western college men, sun tans, dress slacks ranging in retail price from \$7.95 to \$27.50.

Each Day's salesman, therefore, packs a lot of merchandise. He can afford to cover his territory more intensively and to spend time with his dealers on such aids as the model stock program. No competitor carries as wide a line.

As a result, Day's has 22 salesmen on the road. That means key retailers are covered every six to seven weeks, which is about right to keep the stock control program working at its best.

The stock control program was developed by three men on Day's top sales team: Hollis Day, 36-year-old president and son of the founder; Jay A. Jacobs, sales manager; H. C. Runions, dealer relations director.

"Without exception, each key Day's dealer has immediately seen the logic and reason for our Never-Out-of-Stock Program," says Mr. Runions. "Dealers are enthusiastic. They recognize that stock control is vital for

all their merchandise, but normally it takes so much effort that they are unable to establish an effective control for their entire stock. With this new program, such an important segment of their business as trousers can be easily controlled."

The stock program is an integral part of the company's expansion program. Since the war, Day's has trebled the number of retail outlets. It has widened its sales territory and established more intensive coverage within the territory. Its dollar volume has more than doubled since 1947, and now is \$4,000,000 a year.

Expansion has been carried out by one of the youngest management teams in a major business. The top half-dozen men average only 34 years in age. Day's now promotes its line as "the West's largest-selling trousers."

During the first four months of the company's 1950 fiscal year, production, sales and shipments ran well ahead of the same period last year, setting new high marks. Sales bookings were 69% ahead of a year ago. A good share of the gain, Day's management says, can be directly attributed to the Never-Out-of-Stock Program.

Quad-Cities
Rock Island, Moline, E. Moline, Ill.
Davenport, Ia.

Over 230,000 Population
Largest population market in Illinois and Iowa, outside Chicago.
Family income tops \$5,650 per year.
Farm machinery manufacturing center of the nation.



W4BF 5000 Watts
Basic ABC
National Representatives. Avery Knodel, Inc.

Sales Ideas on Display: Where to Find Them

Dates and places for sales conferences and rallies sponsored by clubs affiliated with the National Sales Executives, Inc.

MAY

Cleveland	Sales Training Clinic May 1-5	Public Hall
Richmond	Conference & Rally May 3	Day—University of Richmond Evening—Jefferson Hotel
Houston	Conference & Rally May 5-6	Shamrock Hotel
Grand Rapids	Sales Training Clinic May 8-12	Central High School
Milwaukee	Sales Rally May 10	Sports Arena
Dayton	Sales Training Clinic May 15-19	Oakwood High School
Detroit	NSE Convention May 22-24	Book-Cadillac Hotel
Detroit	NSE Board Meeting May 25	Book-Cadillac Hotel

Worth Writing For

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives.

"Sales Review" is a digest of articles, books and speeches about selling, designed to improve the technique of selling and enhance the value of salesmen. It can be used to send to salesmen, distributors, dealers and even customers. Space in it is provided for a company's special use to inform salesmen about the company, its products, policies and advertising program; announce new products; present reproductions of advertisements so salesmen can tie in their efforts with the campaign; illustrate point-of-sale display material; train distributors' salesmen. For sample and details on the ways it is available write to Publishers Digest, Inc., 415 N. Dearborn St., Chicago 10, Ill.

A Routing List of Grocery Stores

and other important allied outlets of the city zone of Schenectady and vicinity is available from *Schenectady Union-Star*. Pocket-size, it contains maps and is arranged for easy reference by manufacturers and salesmen who want to cover that territory and secure distribution in the most effective way. Write to Robert J. Stone, Public Relations Director of the newspaper.

"The Retailer Looks at Packaging:"

A digest of a report of a nation-wide sampling of opinion at the retail level, of adequacies and inadequacies of present-day packaging, made by the Containers Section, General Products Division, Office of Domestic Commerce. Retailers interviewed included those engaged in the food, drug, department store and hardware businesses. The report sells for 10 cents a copy and is available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C.

Home Conveniences . . . Farm Style:

A thorough study of major home conveniences on Midwest farms has been completed by Midwest Farm Paper Unit, Inc. (59 E. Madison St., Chicago 3). Findings, now available, provide information on (1) ownership of home conveniences by Midwest farm families, showing potential future buying as of May, 1949; (2)

influence of electrification and also of tenancy on the ownership and the rate of buying each of the conveniences; (3) home conveniences by states, for the eight Midwest states.

"Can Business Men Forecast Business Activity?"

by T. G. MacGowan, manager, Marketing Research Department, The Firestone Tire and Rubber Co., Akron, O. It's a reprint of a two-part article published in *Dun's Review*. Mr. MacGowan discusses what are the key factors which frequently indicate coming changes in the general economy and the steps that businessmen may follow in constructing their own business forecasts. Write Mr. MacGowan.



Skilled Creative and Producing Staff



Complete Facilities and Modern Equipment



Experience

ATLAS—a producer of motion pictures, slidefilms and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions and also prove that films help sell their products. Write or call us today about your specific objective.

ATLAS FILM CORPORATION

MOTION PICTURES

SLIDEFILMS

TV COMMERCIALS

1111 South Boulevard

Oak Park, Illinois

Chicago: AUstin 7-8620

RCA SOUND RECORDING SYSTEM

When George Anderson isn't cruising the state checking up on irrigation projects . . . or supervising the growing and marketing of alfalfa seed and hay . . . he is surrounded with young Andersons. Mrs. Anderson and daughter-in-law Helen enjoy frequent shopping trips to nearby towns and San Francisco in one of the two Anderson cars. For farm jobs there are also a truck and two tractors.



He Travels 30,000 Miles a Year to Help "T

The Governor of California says, "Water is our first problem, always has been, always will be." George Anderson, Country Gentleman subscriber, has led in bringing life-giving irrigation to 5 million acres, enriching thousands of other farm families.

A SCOTSMAN came to America 36 years ago, reaching California with his wife, a 3-year-old son, and \$10 in his pocket. His first job was ditch-digging. Today George Anderson is worth well into six figures . . . is an outstanding

grower of premium alfalfa seed . . . and most important, he has become a leader in his state's vital program of irrigation.

From his modern 7-room home in the midst of his 7-acre valley farm, Mr. Anderson travels 30,000 miles a year—usually with Mrs. Anderson—as President of the Irrigation Districts Association of California, controlling 15 districts . . . responsible for multiplying crop yields and land value on millions of California acres.

The Andersons' whole family is devoted to service. The son Alex is a water master of the Byron-Bethany Irrigation District and a local 4-H leader . . . daughter-in-law Helen, mother of four children, teaches grammar school . . .

The best people in The Country

turn to Country Gentleman for Better Farming, Better Living



Everybody in a farm family is bound together by a common interest in the soil. Mr. Anderson and his son Alex team up together in pushing operations of their local 17,000-acre irrigation district.



Good farm wives set a good table. Mrs. Anderson, longtime Country Gentleman reader, particularly likes the recipes. She has electric stove, refrigerator, water heater. Washer is next on list.



Anderson bathroom has modern tub with shower. There is also a powder room. Besides big living room, there is a study for Mr. Anderson. House has furnace heat for winter, air conditioning for summer.

elp "Thirsty" Neighbors

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daughter Margaret is executive secretary of a Glendale Baptist Church.

Typical of The Best People in the Country, the Andersons are community leaders who get things done—who influence people all around them to practice good farming, good living, good citizenship. Their story in Country Gentleman's May issue provides inspiration and guidance for like-minded families in thousands of communities throughout Rural America.

Country Gentleman

Read by 2,300,000 families rated by dealers in every major line as their best rural customers

CAMPAIGNS AND MARKETING

New Products Drive By Tide Water

Featuring its two new products, Jet-Action Tydol Ethyl Gasoline and Premium Veedol Motor Oil, the Tide Water Associated Oil Co. has embarked upon the most comprehensive promotion campaign in its history in the thirteen States comprising its Eastern selling territory.

The company has conducted a series of announcement meetings with more than 6,000 of its distributors, dealers and sales personnel in 48 eastern cities from Maine to Virginia.

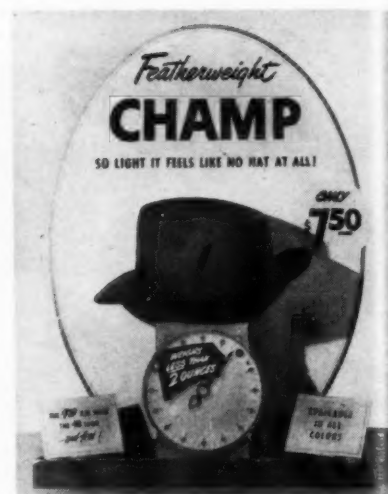
Newspapers will be the backbone of Tide Water Associated's advertising on the new Jet-Action Tydol Ethyl Gasoline. Just launched (April 20), it will run to Labor Day. It will include 10 insertions of 1,200 and 800 line advertisements in 327 newspapers with a circulation of 11,721,414 and an estimated readership of 36,336,000 in 268 cities in the 13 States in Tide Water Associated's eastern selling territory.

The Jet-Action Tydol Ethyl Gasoline newspaper campaign will be heavily reinforced by 250 painted outdoor boards at strategic spots on the main highways, cooperative dealer

advertisements in hundreds of eastern cities, nightly spot radio announcements over 10 New England stations and one station in New York City, business paper advertisements, and banners, placards, swing signs and other dealer helps at all Tydol retail outlets. There will be giveaways for customers including a miniature balloon-operated jet racing car. One of the point-of-sale features will be a series of vivid outlines of a speeding jet plane painted on the pavements leading to the pumps containing the new gasoline.

The Veedol Motor Oil will be promoted by 10 half-page color advertisements headed "Found Wherever Fine Cars Travel" and illustrated with drawings of the latest and smartest custom-built cars. These ads are to appear in *Collier's*, *The Saturday Evening Post*, *Look*, and *Life*. Four advertisements are scheduled in *The American Weekly*, plus full-page announcements in selected business journals including *National Petroleum News*, *Super Service Station*, *ESPA*, *The Dealer*, and *Oil Light*.

Advertising for Veedol 150-Hour Tractor Oil has been set for Penn-



TIPPING HAT sales in dealers' favor is aim of Champ Hats, Inc., campaign which includes this point-of-purchase display by Einson-Freeman Co., Inc.

sylvania Farmer, American Agriculturist, Rural New Yorker, and New England Homestead. Veedol 90-H.D. Motor Oil, for heavy commercial vehicles, will be advertised in six full pages in *Bus Transportation*, *Fleet Owner*, and *Commercial Car Journal*.

Federal Tires, Prest-O-Lite batteries, Auto-Lite spark plugs, Puro-lator Oil Filters and other nationally known accessories sold by Tide Water Associated dealers under the slogan "Everything Good for Your Car" will be available.

Stocks of the company's new products are already in the hands of local dealers and are on sale to the motoring public.

The agency handling the account is Lennen & Mitchell, Inc.



500 GULISTAN dealers tying in with a six-page advertisement in the May issue of *Holiday*, are featuring this display which was especially designed by *Holiday* to carry out the advertising theme, "Wherever You Go You'll Find Gulistan."

Graduation Campaign by Elgin

A readership of 256,715,000 will be achieved by full-color advertising in consumer media being scheduled by Elgin National Watch Co. during its intensive spring-graduation drive this year.

"As in past years, this important selling season is receiving the full attention of Elgin through the development of a complete advertising and promotion program," pointed out Gordon Howard, advertising manager.

"Furthermore, in supplementing its major media advertising, Elgin has placed special emphasis on an important particular segment of the consumer market by scheduling advertising messages in leading college and



which is the most attractive woman?

Show this page to any group of men, and you'll hear a lot of different opinions.

But any advertiser would pass up the rest for the lady in the upper left hand corner. And for two good reasons!

She's young — not quite 23. She's at an age where she has no buying patterns, where her brand habits are not yet formed!

She's married — in the *early* marriage years. In those years, say Federal Reserve and other surveys, she buys more food, more cosmetics, more household appliances!

Any advertiser would call her attractive—this lady

with the wide-open purse and wide-open mind. For she alone is truly ready to buy his product—not only now, but from now on!

When faced with the proof that *one* magazine reaches more of these women at less cost than any other — wouldn't it be wise to remember its name?

That magazine is *Modern Romances*. And here is the proof:

Almost 4 million women read *Modern Romances*. 74% are homemakers. Median age, 23 years. 71% of their families have one or more children at home.

It's the Youngest Married Market in America!

Get the whole story from **modern romances**
America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY INC • 261 FIFTH AVE., N. Y. 16, N. Y.





the right combination

opens the door to profits.
See that your campaign
clicks... test it first!

Roanoke offers the right combination for an effective test. Natural mountain barriers separate this self-contained 17-county market of more than 450,000 diversified population from competing markets. Roanoke newspapers completely dominate the area, insuring undistorted measurements of the results of your test.

TEST FIRST IN ROANOKE AN IDEAL TEST MARKET

Read "MARKET TESTistics"...



interesting, informative booklet that explains and illustrates the basic ingredients for an accurate test market.

Write for your complimentary copy to
SAWYER-FERGUSON-
WALKER CO., 60 East
42nd Street, N. Y. 17

ROANOKE

TIMES AND WORLD-NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

The Arrow DART
... America's favorite
white shirt - 13¢

- Perfect fitting Arrow collar
- Midgee tapered body - for comfort
- Fine, long wearing fabric
- Extra-sturable, anchored buttons
- Perfectly pressed than 100% starched!



ARROW
WHITE SHIRTS
AND TIES

THEIR APPARENT to John Christian Lyndecker's old "Arrow Collar Man" of 25 years ago, this new Arrow Shirt man is appearing on car cards in soft shirts, rather than stiff collars, and carrying more selling copy than his ancestor.

university publications throughout the country," he added.

It is estimated that the total actual newspaper and magazine impressions during the campaign will approach 70,000,000.

In its general advertising, Elgin will feature new, Henslee-styled watch models and will continue its testimonials by leading, best-dressed personalities.

Media scheduled during the period, April through June, include *Life*, *The Saturday Evening Post*, *Look*, *Collier's*, *Esquire*, *National Geographic Magazine*, *True Story*, *Farm Journal*, *Progressive Farmer*, *Seventeen* and *The American Weekly*. In the college publications, 70 newspapers will carry Elgin advertisements.

Supplementing its advertising, Elgin has prepared a dealer promotion portfolio which includes 69 dealer advertisements in a full variety of sizes, full-color window streamers, counter cards, mailing cards and folders, movies, posters, car cards, radio copy and transcriptions, and special display material.

J. Walter Thompson Co. handles the account.

Yale & Towne's Five Promotion Steps

A new, national merchandising campaign has been launched for Yale "shelf" hardware involving five successive "packaged promotions," each integrating national consumer advertising and business magazine advertising with dramatic point-of-sale displays as well as other special dealer aids.

Following results achieved by the initial test campaign, Meade Johnson, general sales manager of the Stamford Division of The Yale & Towne Manufacturing Co., announced the 1950 program.

Products in the promotion are Yale hardware for screen and storm doors, nightlatches, cabinet locks, padlocks and door closers.

The initial promotion is built around Yale's new screen door "air-liner pneumatic door closer" and

"push-pull" screen door catch, and has been introduced in readiness for the seasonal market. A vivid counter display shows the two products in actual use, and describes their application and function in non-technical language. This first of the "packaged promotions" is supported by advertising in *The Saturday Evening Post*, and full page news type ads in the national business magazines in the hardware and building materials dealers' fields.

Ready to go now, for full national distribution, is the second of the promotion series. This involves four Yale nightlatches or auxiliary locks, each suited for a different door application. These four items are the most popular of Yale & Towne's 12 products comprising its nightlatch line.

Like other promotions in the series, the nightlatch "package" will be pitched to a point-of-sale display in which the four different nightlatches will be mounted on a counter card-board device. This will also have each of these products packaged in Yale & Towne's bright new boxes, within easy reach of consumers. "Selling phrases" on these boxes are designed to help direct both demand and impulse purchases to the proper product.

Business paper advertisements in May will be followed by consumer advertising in June to support the scheduled retail distribution of nightlatches in June and July.

For each of the five product-line promotions, a precise, integrated schedule has been developed to govern the distribution of the point-of-sale counter and window displays, direct mail to Yale customers, dealer selling aids such as mats for local newspaper advertisements, radio spot announcements, and special catalog pages, and preprints of advertisements in national publications.

These marketing schedules have been so set up that their impact is timed to coincide with the availability of the products for full national distribution.

The James Thomas Chirurg Co., Inc., is the advertising agency for the Stamford Division of Yale & Towne; Palmer Associates is the designer of the point-of-purchase displays in the five "packaged promotions."

First choice of advertisers

Architectural Record

announces the biggest issue
in the history of
architectural
magazines

April 1950
230 PAGES
of building
products
advertising

ARCHITECTURAL RECORD "workbook of the architect-engineer"

PUBLISHED BY

F.W. DODGE



CORPORATION

119 WEST 40TH ST.
NEW YORK 18, N.Y.
LONGACRE 3-0700



BY EUGENE A. HILDRETH

**Manager, Market Development Department
Owens-Illinois Glass Co.**

We're Doing It Again - Hiring A Summer Crew of College Men

Owens-Illinois needed a temporary flying squadron to get into the field and promote the firm's one-way beer bottle. Their experiment with a temporary sales force of students panned out so effectively they're doing a repeat this year.

How would you like to have 50 new salesmen on a trial basis for a three-month period?

That's exactly what Owens-Illinois Glass Co. had during the summer of 1949. The success of our program was so outstanding and received the acclaim of so many people both inside and outside of our company that we are going to repeat it again during the summer of 1950.

Last year we were faced with an

unusual but interesting problem. During the spring and summer we had to do a job which required employment of a large crew of salesmen to call on retailers and promote the one-way glass beer bottle. We didn't have the men in our own organization at the time and we couldn't see the need for hiring large numbers of salesmen as permanent fixtures to our sales force. And, too, our company never has followed the policy of using

"hire-and-fire" methods to meet temporary manpower needs.

A standard alternate when retail calls are indicated is to employ the facility of an outside firm that specializes in such service. We have tried this in the past and found that it works in certain efforts. However, we were convinced that it could not handle last summer's job. We felt that it would be almost impossible to indoctrinate such men with the en-

COLLEGE TRY: Owens-Illinois student-salesman (left) spells out the benefits to the merchant of the one-way beer bottle. While students gained practical experience and pay, O-I sized them up for possible hiring—after graduation.



Shhhhh . . . the man's thinking!



**Unconditionally
Guaranteed!**
Have never
cost anyone
a penny for
repairs.

It's his annual Big Problem . . . what to give employees and business friends for Christmas.

If he gave Zippo Windproof Lighters last year, he's got some tough thinking ahead—because Zippo's hard to beat as an ideal good-will gift. It's the lighter that always lights with a zip . . . even in wind or rain. *It's the gift a man keeps and uses for a lifetime!*

Remember that, when you start thinking of Christmas, 1950!

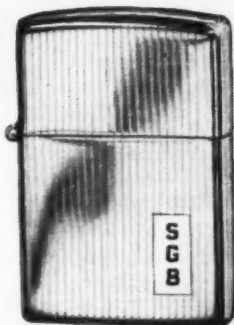
ZIPPO

THE ONE-ZIP WINDPROOF LIGHTER

SPECIAL BUSINESS SERVICE!

Your company trademark or special insignia—even the actual signatures of your business friends—can be engraved on Zippo Lighters at surprisingly low cost! Zippo Lighters are priced from \$3 to \$175*—engraving \$1 extra. Attractive discounts on quantity purchases.

*Plus tax on sterling and solid gold models only.



Get this FREE business brochure!

Zippo Manufacturing Company Dept. SM-2
Bradford, Pa.

Send me a free copy of your Business Gift Brochure which shows Zippo Lighter models, with prices.

Firm Name.....

Address.....

City.....Zone.....State.....

Your Name.....

AMERICA'S MOST
AMAZING
COMMUNITY

26,104,406 Lines

OF ADVERTISING IN 1949 IN THE

Davenport Newspapers

DAVENPORT
IOWA

REPRESENTED BY JANN & KELLEY, INC.

**Buffalo's
LARGEST
Newspaper**

**284,000* SUNDAY CIRCULATION
AND GROWING EVERY WEEK**

• Blankets the great 8-county market of Western New York where more people live than in any one of 16 states...and where retail sales are greater than in any one of 17 states. In selling this market of 1,400,000 your dollar in the Courier-Express buys greater impact on the families with more money to spend.

**It Gets Results
BECAUSE**

It Gets Read Thoroughly.

**BUFFALO
Courier
EXPRESS**

REPRESENTATIVES:
OSBORN, SCOLARO, MEEKER & SCOTT

Western
New York's
only
Morning
and
Sunday
Newspaper

* A. B. C. Audit 9/30/49

thusiasm necessary to do a good job.

Our advertising and merchandising manager conceived the idea of using college men for this promotional job. At the time of his graduation some years ago he was offered and accepted a brief university teaching contract. From his students and faculty contacts he had retained a strong conviction that there are many able and mature college men who are capable of doing an excellent selling job—and capable of contributing enthusiasm and conscientiousness to make up for what they lack in sales experience. His opinion was checked with placement directors at five major universities.

They were skeptical at first, however, when our manager insisted that the salary of these college student-salesmen should be strictly nominal. Actually, since we paid all expenses, the figure of \$100 a month was not extremely low. We hoped it would sound sufficiently low to discourage candidates other than those who were completely serious about wanting the experience we were offering.

At this point we believed that it was essential to bring our personnel director into the picture to contact various university placement directors. By so doing he could build in more firmly with each school and obtain complete cooperation when it was needed at the time of the recruitment of students.

Selection of Colleges

Last March we selected Ohio State University and Northwestern University for the initial trial group. These institutions were selected because they were on the quarter system, have excellent marketing curricula, and are near our Toledo office.

In our selection of schools to provide student-salesmen for the summer program, our No. 1 criterion was the marketing curriculum. Other things being equal, we wanted a geographical spread, but the strength of the College of Commerce and particularly the marketing section of that college was our first interest.

This was all part of our theory that the success of the plan depended on winning over the right people. We believed that a student with a marketing major in his junior year of college would be selfishly conscientious about getting all possible value from an experience such as we were offering.

We do not feel that our university list was exhaustive but we are confident that our choices were excellent in respect to Texas, North Carolina, Ohio State, Michigan, Illinois, and

SALES MANAGEMENT

Babson Institute of Business Administration. We included the University of Toledo and Bowling Green State University because we had sufficient contact in these nearby schools to enable us to get across our story especially well. We also believed in working with smaller schools which, in the final analysis, have always yielded their fair proportion of outstanding men.

At the colleges our personnel director talked with placement directors and marketing professors to get first-hand information before we went to their campuses for our presentation and selection. At the time of his visits our personnel director discussed with the college heads the possibility of giving students scholastic credit for this field work.

Remote Contacts

Perhaps the best setting-up job was done with our most remote contacts. We had taken the precaution to write a six-page letter to marketing faculties, explaining fully what we were trying to do and what we were after. The comparative enthusiasm of marketing professors and placement directors invariably had a visible effect on both the number and caliber of students who responded and came to our presentation meeting.

At the presentation meeting the advertising and merchandising manager or the writer addressed the gathering, which at large schools ran as high as 70 or 80 students. Two-thirds of the presentation was a "practical marketer's discussion" of marketing problems in business. Then we outlined briefly our specific summer program and what we were looking for. The modest salary figure was emphasized, and students were told that travel would be involved and that team members would not necessarily be able to pick their localities of assignment. We mentioned that the climate might be unfavorable, the routine monotonous, and stressed that we would not tolerate any skylarking. Students were then told to request interviews only if they were interested.

The result of the presentation was that we lost about one-fourth of our audience. It was reassuring to note that students who did not request interviews were usually those in whom we probably would not have been interested.

Interviews which followed with candidates were conducted jointly by our personnel director and either the advertising-merchandising manager or the writer. Each interview lasted at least 15 or 20 minutes. While our



A New Selling Picture in the Norfolk Metropolitan Market

Now, your products can be seen as well as heard in Norfolk, Portsmouth, Newport News, Virginia—the Norfolk Metropolitan Market.*

On the air, April 2, WTAR-TV is a powerful new selling picture for you. Fully inter-connected NBC Television Program Service, plus outstanding local programming from the RCA Mobile Unit, and new \$500,000.00 Radio and Television Center.

A Few of the Advertisers already using WTAR-TV

BENRUS
BULOVA
BRISTOL-MYERS
CHESTERFIELDS
COLGATE
FIRESTONE
FORD MOTOR CO.
KRAFT FOODS
LEVER BROTHERS
LUCKY STRIKE
PROCTER & GAMBLE
TEXACO

To increase your sales in Virginia's largest market, put your products in the WTAR-TV selling picture for 150,100* eager and able-to-buy families. A few choice time franchises are still available, but they're going fast. Call your Petry office or write us, today.

Inter-connected NBC affiliate
Nationally Represented by
Edward Petry and Company, Inc.



Norfolk, Virginia

*Sales Management, Survey of Buying Power, May 10, 1949

goal was to select 52 students for our campaign, we interviewed more than 400 applicants.

As interviewers, we were interested particularly in these qualifications:

1. The applicant's positive seriousness about the value of this experience to him.
2. Evidence of better-than-average ability to make himself easily and readily understood.
3. Average, or better, academic standing.
4. Evidence of interest in or facility along selling and promotional lines, as shown by previous summer jobs.
5. Good physical characteristics, personal neatness and a high degree of character.

No Over-Selling

Since we did not want to over-sell anyone, we did not accept applications at the time of interviews. Instead, applicants were advised to think it over and mail their applications within a specified period if they decided they wanted the jobs. Our interviewer, however, made the decision on the spot as to whether they wanted a specific candidate.

Before leaving the college we advised the authorities and particularly the student that we would *not* hire any of them on a permanent basis until they had completed their senior year.

When applications for the summer work were accepted we wrote to the students, directing them to report for our schooling on a selected day and at a specified hour. We told them to report to a certain hotel and suggested specific articles of clothing they should bring with them—including, for many of them, *their first hat*.

The first week with us was spent in intensive schooling. For instructors, we employed our first-line talent: vice-presidents, division sales managers, field managers, to emphasize the confidence we were placing in these men.

The format of our program was to spell out point by point:

1. Who their employer was.
2. Whose industry they were representing (a concise picture of the brewing industry—whose product they would be displaying).
3. Why we needed to do the particular promotional job ahead of us.
4. How we did this kind of job—the actual working tools, display techniques, etc.
5. What and where specific assignments were.

We took the group far into brackets of information which might be

regarded as "confidential." We talked freely about everything which was against us, as well as in our favor. Our aim was to have each man indoctrinated to the hilt with the feeling that this was his problem and his organization.

By the end of the week we reversed the procedure. Students were required "to play back" the story to us. We had them on their feet selling each other and putting display theories into practice. It was interesting to see how they responded. Several of them used their own ideas and personally-developed presentations to put their stories across.

During the course of the week's contact, seeing how individuals per-



formed verbally and in written tests, we had a fairly good idea as to who were our strong men and who were comparatively weak.

In the final make-up of teams we tried for a careful blend. We wanted each team to have some top men whose character and ability could be depended on to set the pace and example for others. These top men we named "Captains."

During the week of schooling we sent students into the field for one day, in a nearby major market where they were in charge of one of our own field merchandising experts. He showed them the market and detailed its problems, outlining how he had handled various situations. He pointed out conditions with which

they might be confronted as they took to the field.

From the results which were obtained we consider that our program was productive. We do not believe, however, that the idea itself offers any automatic guarantee of results. Without proper selection, training and supervision, the plan could fail. We can say that we started out with the premise that we were going to treat the students like men and count on their responding in kind. As we look at the record, we can say that it worked out in just that way. We are going to employ a number of students on a permanent basis in our company after they have been graduated.

We have had the opportunity of having 52 salesmen on a trial basis for three months. We have trained them and watched them perform. We have sat on the sidelines as they established their own goals. It's our feeling that were this plan followed by industry there would be fewer misfits and a saving of time and money.

Any business which looks toward our colleges for permanent sales and merchandising personnel might consider this weeding-out experience. We believe it will provide manpower material from which to draw in the future.

Response: Gratifying

The response we have had is most gratifying. As our 1949 student-salesmen returned to complete their courses, they told their experiences to fellow students. The subject became a common one in fraternity houses. Even the girl friends became interested listeners. The result of lip-service has been that interest among student prospects for our 1950 campaign has heightened.

What about college authorities? How have they reacted to our plan? The answer comes in tangible evidence as dozens of colleges that were not in on our original program write to our personnel director, urging that their schools be included in our 1950 plan.

Placement directors and marketing professors at the universities where we inaugurated our program are pleased with the reactions they have observed among the students who participated in our 1949 program. They are fully aware of the benefits of this practical experience. And, too, these educators see in the plan the answer to the ever-present trying problem of getting their graduates well placed in sound business organizations. Industry and education can team up to do a better job for the nation.

SALES-PRODUCING WINDOW PRESENTATION—Ten cards showing the products in their actual sizes can be fitted into any arrangement and any size or style of window, either with or without the actual merchandise. Created for Simons Saw and Steel Co. by Forbes Co.



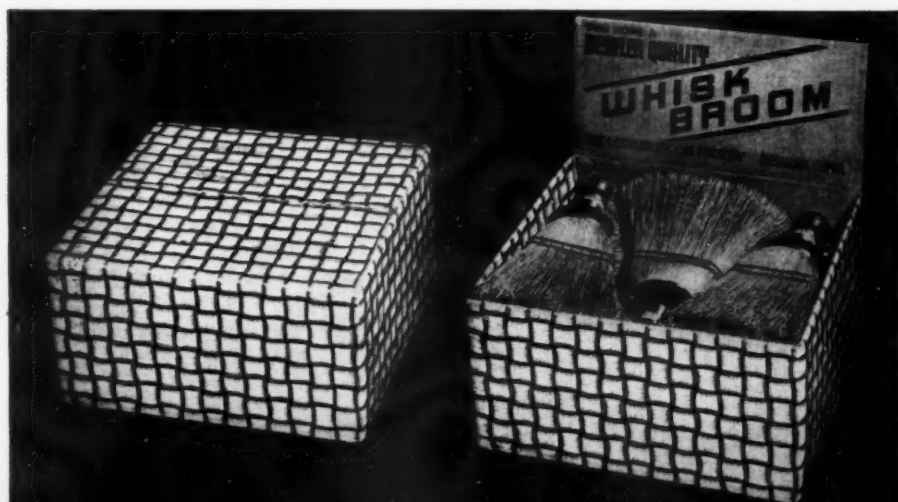
GIFT WRAPPING UNIT—It is designed to give the retailers a compact wrapping department and to make selection easier for customers. Simple but colorful motif makes for prominent and eye-appealing display. The color scheme is predominately red. Produced for Dennison by Display Division of the River Raisin Paper Co.

Display Angles

ECONOMY APPEAL—The Tube Roll-up, a plastic gadget, fits on the ends of tube containers and permits one to use up every bit of the tube's contents. Gadgets are shipped attached to a circular card. Effect is that of a multi-colored wheel with the spokes pointing to the center illustration. The card was manufactured by S. H. Davis Paper Box Co.



COUNTER CARTON—The double-duty box is printed with a green hickory design on a white background. The changeover from a shipping carton to a counter display is accomplished by simply turning up the flap which has been printed for the display, and turning the other three flaps down inside the box. Novel container was developed for Deshler Broom Co. by Gaylord Container Corp.





Out where the new begins...

He had made a big reputation and small fortune selling heavy machinery. A new company offered him a block of stock to manage the marketing of a new metal fabricating device. He spent a year working out the bugs, and announced he was ready to go.

His associates assumed his first approach would be made to some big name companies in Detroit, Chicago or Pittsburgh.

"No, I don't think so," he said. "There's a shop in Lima where I'd like to make the first installation. And a man in Moline will make our machine deliver everything it's got, if I can interest him."

He mentioned another dozen firms nobody in the group knew.

"They're small, but smart operators. You deal with one or two men in each place, and get fast decisions. If they buy it, they'll give the machine every break. Once these outfits are using our stuff, and getting good production, the word will get around. And in a couple of years, the big fellows will be coming to us!"

And that's the way it worked out.

THE little company is not so hard to sell. Fewer people are involved, and fewer calls. Trials and

tests are easier made, without any interference of factory or office routines. Change in the small company does not seriously disturb the personnel work habits, pay scales, labor contracts, selling operations, customer relations.

Often more orders can be secured from small firms, at less expense, in less time with less effort than it takes to get recognition and the big order from the big company.

And a lot of satisfied small customers is always the strongest kind of selling evidence to interest the big company!

So it's little wonder that so many new products and product changes, production processes, fresh merchandising methods and service techniques... usually get their start in the smaller companies, in the smaller towns.



If you want new business, get out where the new begins... among the firms in the small towns. And get into Nation's Business!

WITH more than 660,000 circulation among business men... more than 90% of subscribers paying \$15 in advance for three-year subscriptions



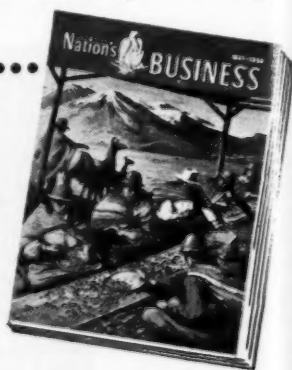
HUNGRY BEAR?... In a major war, Russia must produce 10% more food, with 20% less farm labor... may not be able to raise enough foodstuffs for army and civilians... Read "Russia's Achilles' Heel" by Will Lissner.

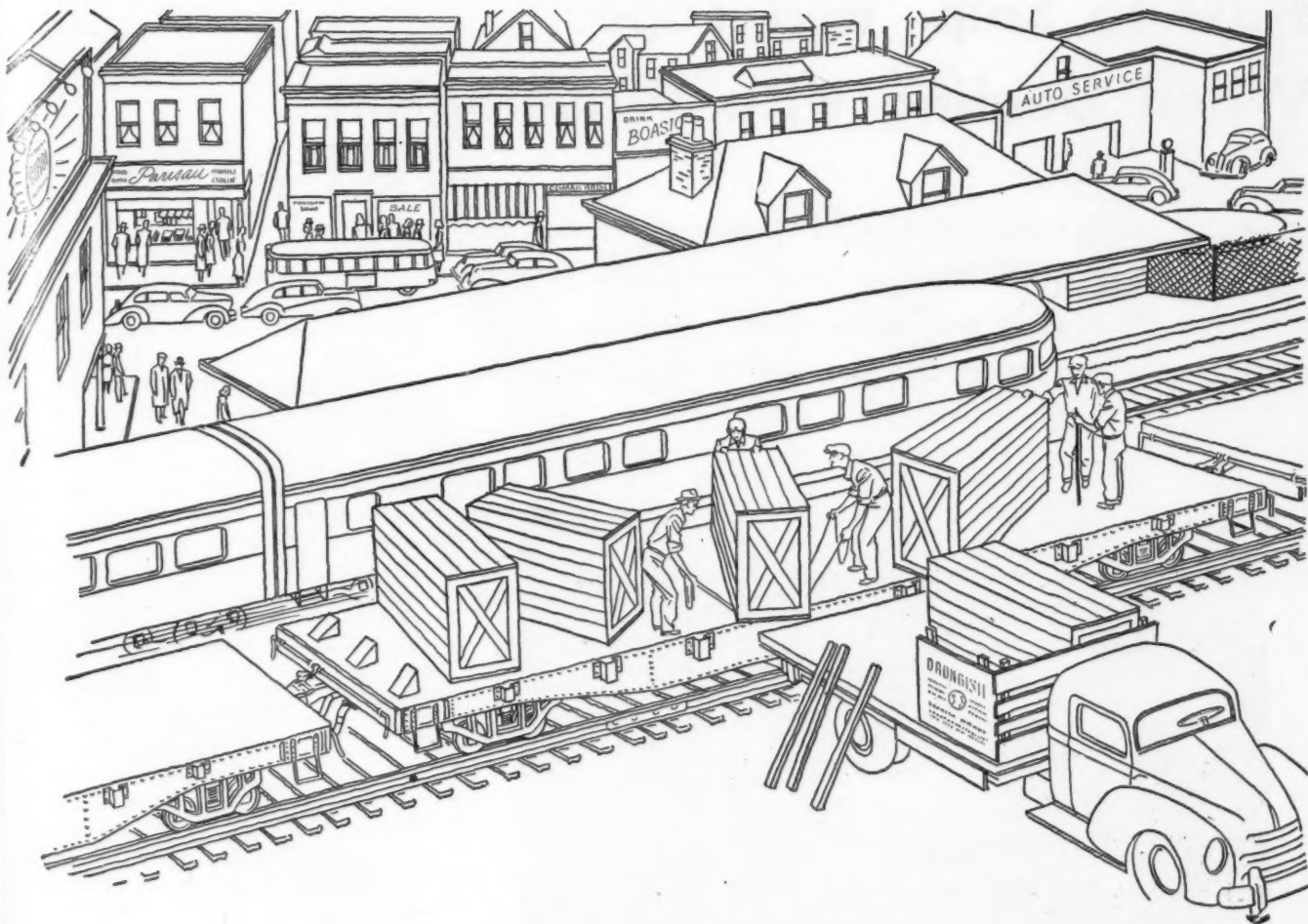
PRIVATE BRAIN TRUST... Brookings Institution advises banks, big business, unions, farmers, senators, seeks to find economic truths... See "The Oracle of LaFayette Square," by Milton Lehman.

HOUSEHOLDER'S HEADACHE... In times of price fluctuations, only a professional appraiser can set true value... See "How White is Your Elephant," by J. C. Furnas.

TURF TRADITION... At Belmont Park, the amateur riders are designated on the program as "Mr."... Read "Home of Turf Champions," by Hambla Bauer.

And a dozen other articles of timely interest for the business reader in the May issue, Nation's Business.





... Nation's Business is the biggest medium to business there is!

Check this circulation against all the big name, blue chip, nationally known, multi-million dollar corporations...and you'll find more coverage of customers and prospects than any other general business magazine can show.

And when you're all finished with the big time ...there will still be 200,000 or more business men subscribers in small businesses and small towns—that no other general business magazine reaches!

Check the 700,000 plus companies started since 1945—and a larger portion of them are accessible through Nation's Business than through any other medium in its field!

The *plus* coverage in Nation's Business of small business is an enormous market for any advertiser ...of quick demand today and life insurance for the future—to support your salesmen, the branch offices, distributors and dealers ... to make good customers and users where none exist now.

THE cost of Nation's Business is low...only \$3,000 a page. It's low because circulation costs less in big packages...

Your advertising gets a longer life, too, in this monthly magazine.

If you don't know as much about Nation's Business as you should...call the nearest office of Nation's Business.

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO AND LOS ANGELES

MAY 1, 1950

How to Snip "Red Tape"

When Dealing with Washington

Laws and regulations setting rigid specifications, not usually subject to quick change, bind bureaucrats in their purchases. By stating the "reasons why" in terms of user benefits you can bring changes. Here's how to do it.



IDEAS ON DISPLAY: This is a typical group of Government officials who write or influence federal purchase specifications. With slides and booklets, Carnegie-Illinois cites benefits to the Government in its suggested changes.

This is a report on how representatives of the Carnegie-Illinois Steel Corp., a subsidiary of United States Steel Corp., gives full cooperation to officials of several government bureaus in Washington to help them find an answer to a highly important problem: How to make our natural resources go further in the interest of national security. Many a government official has spontaneously applauded the presentation by the C-I men after they have been heard in a group meeting: The C-I men talk steel—specifically, how to get better value for less tonnage.

C-I representatives in this effort include a member of the Market Development Division and a member of the Metallurgical Division. When they talk "steel" with the govern-

ment they are not seeking orders. That can and does come later, through customary sales channels, and not to United States Steel alone. The C-I men are in Washington to explain the basic fact of how three tons of high-strength steel can be made to do the work of four tons of the long familiar carbon steels, and at about the same net cost to the user.

These talks are on a very practical work-a-day basis. The federal government is a big user of steel. Federal bureaus purchase millions of tons of steel for buildings, dams and other construction. Bureaus buy trucks, cranes, dredges and other equipment using large tonnages of steel. Officials in Washington to whom C-I tells its story of high-strength steels are the people who write or influence the

writing of specifications for steel products bought by the government.

On many products, federal specifications call for the use of carbon steels. These steels are practical, and relatively speaking, have been for many years, best buys. When federal specifications call for a product to be made from carbon steel nothing that a machinery manufacturer, for instance, can do will make it possible for him to sell a crane made from some other kind of steel—high strength for example—to the federal bureau. The price may be the lowest as required in federal contracts, and his machine may be demonstrably superior, but in the eyes of the government purchasing agent it "doesn't meet specifications." At this point it is customary to damn bureaucratic red tape. The answer, of course, is to get the federal specifications changed. This takes time—and full explanation of the benefits a change will produce. C-I recognizes that this is the proper procedure and this is why C-I is happy to have its representatives meet with Washington officials.

No "Unselfish" Pose

Carnegie-Illinois does not pose as being wholly unselfish in making its presentation to federal officials. C-I and other U. S. Steel subsidiaries sell their products directly to the government in competition with other steel producers and fabricators. In this instance, however, C-I is doing some sales leg work for the benefit of thousands of its customers in private industry, who in turn sell their fabricated products to the government.

Manufacturers of cranes, truck bodies and railroad cars are quite ready to buy additional tonnages of high-strength steels from U. S. Steel subsidiaries for products they sell to private users and to the government. For several years they have been using the steel company's high-strength steels to good advantage. But C-I, like many a consumer products company, knows that it has a responsibility to help its customers sell their products to the final consumer. The sales chief for Wheaties never lets his salesmen forget that they are selling not to dealers, but through dealers. C-I uses the same basic sales philosophy. Crane and truck body

PULLING POWER



With the first sections of the first newspapers of the first cities in the country.

Give your advertising the pulling power of the popular magazine and picture sections of *The New York Sunday News*, *The Chicago Sunday Tribune* and *The Philadelphia Sunday Inquirer*. With finest rotogravure and colorgravure reproduction you are assured of finest package and product EYEdentification.

the group
with the
**Sunday
Punch**

FIRST 3
MARKETS GROUP

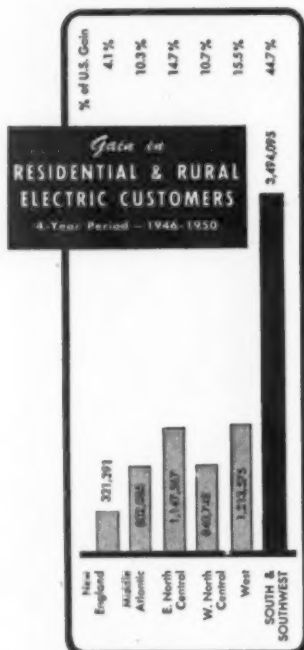
New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 446 So. Hill Street, MICHigan 0578

MAY 1, 1950

Appliance makers woo 3½ million NEW residential and rural electric customers in South and Southwest.



Basing estimates on 1949 records, many manufacturers expect that again this year nearly 50% of the country's sales will be made in this most rapidly expanding market.

During the past four years the U. S. has gained 7,819,461 residential and rural electric customers. 44.7% of them are in the South and Southwest . . . nearly half!

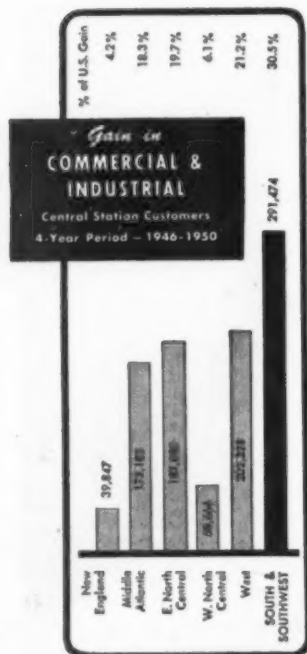
Almost equally as impressive is this market's spectacular increase in number of commercial and industrial electric customers.

Urban residential building, rural electrification and industrial development in the Southern and Southwestern states continue today at a more rapid rate than in other sections of the country.

For appliances, wiring, lighting—for practically every type of electrical installation—the region served by ELECTRICAL SOUTH is America's finest territory for new business and extra profits.

And that is why ES should be scheduled for important space in your business paper program. Circulation is over 11,000 ABC monthly, covering all branches of the Southern and Southwestern electrical industry—dealers, contractor-dealers, jobbers, utilities, REA co-ops—plus 3,000 directed distribution of ELECTRICAL SOUTH'S "Appliance Section" to complete coverage of appliance outlets, including department and furniture stores.

Here is penetration of practically every small town and city in the Southern market, and blanket coverage of the big metropolitan outlets as well. Use ELECTRICAL SOUTH to your advantage . . . NOW.



Electrical South

806 Peachtree St., N. E.,
Atlanta 5, Ga.

builders are C-I's "dealers," but it's the federal government's specification writers who determine whether the crane builder and C-I sell the high-strength steel.

The mechanics of "selling" an idea to the government are simple. If the prospects were other than government officials, the way the Market Development Division of Carnegie-Illinois goes about it would appear quite conventional. There are no high level intermediaries—above all, no Washington "contact" men.

The arrangements work out in about this fashion: The representative of the Market Development Division, George N. Schramm, goes to U. S. Steel's Washington office and then telephones a bureau official whom he has reason to believe would find the C-I story helpful. Sometimes he gets an appointment the same day, and often the next day. The C-I man suggests that the bureau chief may wish to invite several of his staff or others to hear the story too. The group may run from five to 45 people. There are no invitations—just a telephone call or two.

No "Cocktail Parties"

Meetings take place in the office of the government official being contacted. If the group is too large, the official usually suggests holding it in one of the many auditoriums or meeting rooms in federal buildings.

Mr. Schramm and a C-I metallurgist make their call at the appointed hour, equipped with a small slide projector and screen and a handful of brochures to hand out at the end of the meeting.

The slide presentation takes about 25 minutes. The opening slide asks: "Do you know that three pounds of steel can now do the work of four? Do it better and stay on the job longer?" C-I is fully aware that the primary job of the government officials reading the slide is to help conserve America's natural resources.

Several other slides spell out ways high-strength steels can stretch the Nation's resources—if given a chance. Then C-I flashes on a slide stating, "High strength steel is made by several of the leading steel producers and is available in practically all commercial forms and products. It can be purchased under various trade names." The non-commercial audience of federal officials, which by instinct and law must lean over backwards to be impartial, can relax. They know that they will not be subjected to a commercial sales story.

The next few slides take up some

A Case in Point

Neither a bevy of corporation executives nor contacts with White House aids are necessary to do business with federal officials. This account of how U. S. Steel goes to Washington is a working illustration of common-sense recommendations in "How to Lasso an Octopus—Dealing with Official Washington."* One of them was:

"The first thing to do is to find the person with whom you must deal. The object of your search is always a person, not an institution. In practically every case you want the lowest rank man who has power to do what you want done. Unless he has been persuaded, your mission has probably failed, notwithstanding the cheery promise of a Cabinet member."

*See Sales Management, April 15, 1949, page 37.

of the technical aspects of high-strength steels—but not too much. C-I has learned that private and federal buyers respect the company's steelmaking ability. Besides, there's the C-I metallurgist in the audience ready to discuss technical problems.

In broad terms, how much more steel would the Nation have if the C-I recommendations are followed? Some of the people in the audience have a hand in recommending general policies on conservation of resources. A Carnegie-Illinois slide spells out the answer: This conservation would be the equivalent of saving America in a single year 3,900,000 ingot tons of steel, 950,000 tons of scrap, iron ore capacity of 14 lake carriers, 86,000 cars of coal, and the output of eight blast furnaces.

About this time the audience begins to wonder in what specific ways C-I recommends that steel savings be effected. A slide shows a railroad car built of high-strength steel requiring $4\frac{1}{2}$ tons less steel than the conventional type. Another slide depicts a trailer of the same size with 50% more payload capacity. Testimonials from private industry are impressive. C-I then shows some from other government agencies, the Engineers, Bureau of Ships, and the Army.

Government officials see benefits to the Nation in what C-I proposes. But what about the cost of a switchover to high-strength steels? Another slide explains how the fewer tons of steel required for a job offset the higher cost per ton.

The show is about over before the "commercial" comes on for just a moment. The steel industry in 1948, a slide states, produced some 900,000 million tons of high-strength steels, of which U. S. Steel subsidiaries produced 30% under the trade name "Cor-Ton." Even when the slide

with the USS label is flashed on, a footnote states that "in addition to United States Steel, six other prominent steel producers in this country and two in Great Britain are licensed to manufacture "Cor-Ton."

The entire C-I presentation has been put together to stimulate interest—and in time some action—on an idea. Once the basic idea is visualized the government technical men and the C-I metallurgist can begin to work out ways to bring about the change.

As part of the company sales policy the C-I metallurgist always accompanies the salesman and goes fully into technical problems with the technical people in the government.

At the conclusion of the presentation, it is sound sales practice to give the audience a piece of literature to take away. The Steel corporation representatives leave with federal officials the brochure "... more about Steels that do more."

The brochure contains a small-size, spiral-bound reprint of the slides just shown on the high-strength steel program. It includes illustrated technical literature on three types of USS high-strength steel alloys. This is standard market development literature, turned out in easy-to-file format. The brochure holds reprints of three magazine articles, one from *Materials & Methods* and two from *Railway Mechanical Engineer*. They present viewpoints of outside technical observers on the merits of high-strength-low alloy steels.

The story being told to federal officials in Washington soon may be adapted for possible presentation to state and local government officials who likewise are buyers of large quantities of steel and steel products and who have specifications which must be changed to take advantage of high-strength steels.



FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM	WOC-FM
5,000 W.	47 Kw.
1420 Kc.	103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV CHANNEL 5 22.9 Kw. Video 12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-interconnected), local and film programs reach over 9,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Juraschek. (Price 10c)

210—A Portfolio On Point-of-Sale Merchandising. (Price 75c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

206—A Primer For Contest Sponsors. (Price 5c)

205—When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift. (Price 10c)

204—Ten Major Reasons Why Salesmen Fail, by Burton Bigelow. (Price 10c)

203—What's Your 1950 Sales and Merchandising Batting Average? by Robert Haydon Jones and Richard S. Winship. (Price 10c)

202 — What 2,000 Industrial Buyers Told Us About How They Purchase. (Price 5c)

REFERENCE TOOLS

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) (Price 25c)

144—A Current Reading List for Sales Executives and Salesmen. (Price 35c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

MANPOWER PROBLEMS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by Dr. James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How to Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

172—Are Your Salesmen Equipped to Prove Quality? by Burton Bigelow. (Price 10c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 65c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 75c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard D. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier — If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)

Shopping Center of a
Balanced \$449,000,000 Market

**We buy 22% More Drugs
in Canton, Ohio**

- High average incomes mean more dollars for health care.
- The Repository reaches 94,000 families.
- The Repository gives 100% coverage of a one newspaper market —99.3% carrier delivered.
- No nearby metropolitan paper gives you "merchandisable" coverage.

100% coverage of a one-newspaper market. 99.3% carrier delivered.

A Brush-Moore Newspaper
Represented Nationally by Story, Brooks and Finley

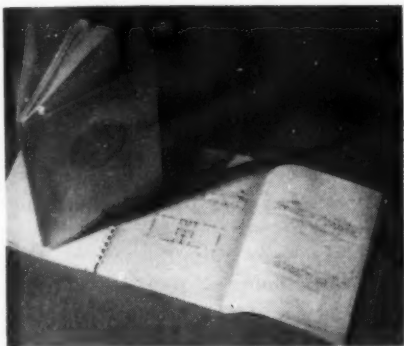
THE
CANTON
REPOSITORY

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Tourist Court Plan Book—Second Edition. Prepared and published by *Tourist Court Journal*, Temple, Texas. Price, \$19.50.

This ambitious book, designed to raise the standards of tourist court construction, operation and management throughout the U. S., should be of value not only to



BUILDING A TOURIST COURT? . . .
Here's your guide.

operators of tourist courts but to manufacturers and suppliers for tourist courts. There are articles here on financing a tourist court, how to choose a suitable location, planning a model court, cooling and heating a court, management of dining rooms. And there are 50 pages of floor plans, to scale, by leading tourist court architects . . . idea pages and not intended to be used for actual construction.

Business Executive's Guide. By J. K. Lasser. Published by The McGraw-Hill Book Company, Inc. Price, \$3.00.

Mr. Lasser is the noted authority on taxes, accounting and kindred business problems. He has written this book as a tool for money-making, cost-saving management practice and control. There are 43 sections of check lists drawn from the author's experience with large-scale organizations. Mr. Lasser provides help in reducing credit losses, shows practical ways for doing more work yourself and how to direct and control your energies.

Choose an Advertising Agency. By James Thomas Chirug. Published by Funk & Wagnalls Company. Price, \$3.00.

Mr. Chirug, president of the agency bearing his name, has written this book under the assumption that you are about to choose an agency. Consequently his book is built around the premise that there

is one agency in the U. S. which can best do the job you have. He provides valuable yardsticks, not only for judging agency operation in general, but also for determining different types of agencies—small, large, general, specialized—for proper evaluation of work within specific departments. There are, in addition, questionnaires, for aiding you to get the exact information you need to pin down almost any claim an agency may make.

Selected Readings in Social Psychology. By Stuart Henderson Britt. Published by Rinehart & Company, Inc. Price, \$2.00.

The author of this compilation from articles, books and other material on practical psychology, is director of personnel of one of the country's larger advertising agencies—McCann-Erickson, Inc. While his book is intended, primarily, for undergraduate students, it will serve the businessman who wants to bone up on all phases of psychology in the least painful way. Some of the country's outstanding writers and lecturers on the subject have contributed to the book and each of their writings constitutes a separate chapter. Typical subjects: "The Effect of an

Audience on Remembering;" "The Ability to Judge People;" "Motives."

Banking's Effective Speaking. By Lionel Crocker. Published by *Banking*, 12 East 36th St., New York 16, N. Y. Price, 50c.

This little booklet, in pocket size, is designed to provide step-by-step aid in making a speech. It leads off with "What Shall I Talk About?" and covers such topics as: the care and feeding of speech ideas and afraid-to-speak.

Salesmanship Practices and Problems. By Bertrand R. Canfield. Published by The McGraw-Hill Book Company, Inc. Price, \$4.25.

This is an extensive revision and modernization of the now-famous text. It provides a full treatment of the fundamentals of the subject (principles and practices of salesmanship) with actual problems illustrating salesman's presentations on a number of problems presented to them. The discussions and problems are based on the sales training material used by leading corporations in their educational programs for salesmen. Mr. Canfield is with the Babson Institute, in the Salesmanship Department.

Who is "Mr. UNION"?

What are the basic principles of American labor? How did trade unionism get started? Who organized the American Federation of Labor?

You'll discover the whole fascinating history and background of the growth of labor and of the man who made it possible . . . Sam Gompers, in the exclusive article, "Labor's National Hero", now appearing in the new May LIBERTY. Don't miss it!

There are many other exciting stories and articles in this big issue, including one on the shocking starvation wages of American teachers . . . the problem of increased drinking among college students . . . What freedom means to General Carlos P. Romulo of the Philippines . . . Fishing for the Family . . . and LIBERTY'S outstanding Home Section devoted to the problems of your family.

So don't wait, get your copy today.

Liberty

M A G A Z I N E

NOW ON SALE AT ALL NEWS STANDS



Will Volume Buyers Order It? Research Told Us "Yes"

Based on an interview by Larry Fitzmaurice with
A. C. HOEHNE • Vice-President, Archer-Daniels-Midland Co.

Archer-Daniels-Midland is an old hand in vegetable oils but was a prospective newcomer in the edible field. Here's how ADM sized up its acceptance in this industrial market.

An announcement that reached a selected group of business publications and newspapers, not so long ago, said the Archer-Daniels-Midland Co. was opening a new soybean oil refinery in Decatur, Ill. One of the largest processors of vegetable oilseeds was entering the edible oil field.

What the announcement could not describe was the endless planning, the detailed research involved when a well established company decides to broaden its scope of operations.

ADM is an old company. For years it has been dominant in the linseed oil business. When possibilities of the soybean were evident it became a pioneer in development of that crop.

ADM had produced refined and specialty oils for industrial use and raw and semi-refined oils for the edible trade. ADM itself had not entered directly into the edible oil field.

The company was fully aware that it had the facilities to produce, promote and merchandise a fine edible oil. Nevertheless, ADM knew that in many respects it would have to start from scratch in developing its oil.

Before going ahead, ADM made a thorough study of marketing problems. Company merchandising experts, operating out of the main office in Minneapolis, Minn., undertook the job with the assistance of the

Alfred Colle Co., advertising agency.

Information was assembled from all possible sources. Department of Commerce surveys proved a rich source. Other Government and private reports and directories helped.

ADM also found the food industry rather startling in its immensity. There are approximately 36,000 plants, large and small companies, engaged in food processing. Researchers reduced that field to one-tenth of its original size by considering only large manufacturers. Then, because ADM wasn't selling fruit or sugar or flavorings, the field was narrowed down to companies using salad and cooking oils in substantial quantities. About 75 manufacturers of salad dressing, mayonnaise and related products used a total of about 376,329,000 pounds of vegetable salad oils during 1948. Soybean salad oil consumption by these manufacturers during 1948 totaled approximately 104,000,000 pounds and had shown a continuous upward trend.

Further research revealed that packers of sardines and tuna fish used a substantial quantity of salad oils. Confectionery manufacturers offered a considerable market for salted nuts, popcorn, potato chips, candies. The bakery trade also was good.

With that information, ADM knew that its greatest potential market was in the canning, baking, confectionery fields and with manufacturers of various vegetable dressings.

There was the problem of geographical distribution to be considered. It was found that of the 2,558 food manufacturing plants that employ 100 or more persons, 30% are located in three states. By extending coverage to 14 states, 72% could be reached. ADM knew who their potential customers were and where they were located.

Next step was to build a mailing list. That was assembled in part from information gathered by ADM and its advertising agency, with the balance of the list purchased.

Selection of Media

Then came selection of media for advertising. It was mainly a matter of finding publications that reached the specific market at minimum cost. Facilities of the advertising agency were brought into action again. A sizable group of publications was considered. Each of them reached a segment of the market toward which the campaign was to be directed. While there was some overlapping, no two publications reached quite the same group of readers.

By making full use of information gained in the preliminary market study, it was possible to select publications which would give remarkably complete coverage of the market at surprisingly low cost.

Supersoy Chef, an eye-catching elf-like character, was created to identify the product and its advertising.

Media and Agency News

ABP Awards Merchandising Campaigns

Thirty-three manufacturers from 13 States and Canada were singled out recently for high honors in national advertising by the Associated Business Publications. At a luncheon held in the Plaza Hotel, New York City on April 18, and attended by several hundred advertisers, agency representatives and business paper publishers, the 33 companies, with their advertising agencies, received awards for the excellence shown in their advertising campaigns which appeared in merchandising publications during 1949.

For the past eight years these ABP Annual Award Contests have been giving business paper advertisers a chance to stop, look back, and take inventory of what they have accomplished. Each contest brings together in one place and for one purpose, hundreds of the outstanding campaigns of the previous year. It subjects these advertisements to the severe, thorough and realistic study of a group of judges chosen for their knowledge of the fields to which the advertising is addressed.

With nearly 300 campaigns entered this year's winners advertised a wide range of products and services.

They stood the scrutiny of 13 judges, executives in the merchandising field, under the chairmanship of Floyd L. Triggs, advertising manager of Reigel Paper and Textile Corporations. They were selected as the 33 campaigns which made the best and most effective use of their space in merchandising publications last year.

The first-award winners in each of the seven merchandising divisions follows.

(1) Advertising to introduce new products or new packaging: Rosenstein Bros.; Lancaster Advertising. (2) Advertising to sell product features and give product information: Textile Products Division of Owens-Corning Fiberglas Corp.; Fuller & Smith & Ross, Inc. (3) Advertising employing "catalog type" copy, presenting a complete line with details such as packing, sizes, weight, warehouses, etc.: Gay Fad Studios. (4) Advertising which links merchandise with seasonal promotions: Anti-Freeze Section of E. I. du Pont de Nemours & Co., Inc.; Batten, Barton, Durstine & Osborn, Inc. (5) Advertising to describe and induce the dealer to use sales promotion aids: Florida Citrus Commission; Benton & Bowles, Inc. (6) Advertising to merchandise consumer advertising to the trade: The Borden Cheese Co.; Young & Rubicam, Inc. (7) Miscellaneous—institutional or general in nature, including sales training, endorsements, policy announcements, etc.: Montrose Worsted Mills, Inc., Granby, Quebec; Harold F. Stanfield, Ltd.

Speaking at the awards presentation, Mr. Twiggs mentioned a popular belief that only the advertisements of so-called big advertisers and agencies, located in metropolitan areas, could be possible award winners in national contests. Citing the winning companies with their agencies, he said they range all the way from "the very big to the small," and are located in no particular type of area. He explained that the judges, in making their selections, studied the advertisements of each campaign not on the basis of whether they followed the latest trend in advertising art, but on the basis of whether or not they provided a real service to the reader, and



E. C. BRADLEY, appointed a vice-president of The Biow Co., Inc., on Procter & Gamble account.

whether or not they had been planned and executed "to sell."

For the first time this year ABP sponsored separately a competition for advertising in merchandising publications and the publications directed to wholesalers and retailers. ABP's Industrial Advertising Competition is being held in St. Louis on May 2.

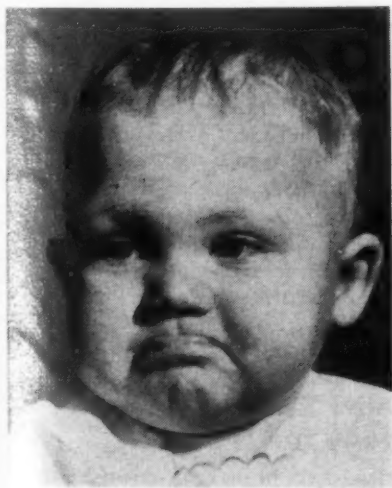
Charm To Expand For "Women Who Work"

Charm Magazine, Street and Smith Publications, Inc., will be known as the magazine for "Women Who Work" starting with the August issue, newly appointed editor-in-chief Helen Valentine stated recently.

Formerly known as the "Magazine for the Business Girl," 10-year-old *Charm* will be expanded editorially to attract and help the Nation's 16,500,000 working women. Editor Valentine emphasized the need for a magazine for working women at this time. She pointed out that United States Census Pilot Studies reveal more women are working today than ever before in the history of the country, and that married women outnumber single women workers.

With a current circulation of 600,000, *Charm* will be shooting for 1,000,000 readers. A greatly broadened interest-base is being designed to accomplish this.

Said Mrs. Valentine, "We envision the magazine's readers as the millions of women who are contributing to the Nation's health and welfare in hospitals, banks, schools, stores, government and industry offices. They hold responsible jobs and consider work a natural part of their lives. Yet no magazine has been published exclusively for them. 'Women Who Work' are efficient and imaginative . . . they need to organize their time for the best possible balance between home



"DEALER INFLUENCE! So what?" Montrose E. Michels quotes this young ad critic in "Stork's Eye View of Advertising Men." Publisher, *Parents' Magazine*.

#1 in Readership



FOUR RECOGNIZED, independent organizations, with widely varying techniques, have made multiple surveys of this feature. Results show Jessie's Notebook copy develops the record high for interest and readership, for the lowest cost per thousand readers.

14% "Read Most"

... is our average Median, for four separate Starch studies, over a 12-month period—an extraordinarily high figure.

JESSIE'S NOTEBOOK

420 Lexington Avenue 5 No. Wabash Avenue
New York 17, N. Y. Chicago 2, Illinois
Lexington 2-0480 Financial 6-1051

An ADVERTISING EXECUTIVE who has spent a lot of time on both sides of the fence is looking for a job with an established firm producing quality products. He has had broad experience advertising and promoting industrial and consumer goods . . . He's never won national recognition, nor has he obtained dazzling sales results . . . instead he is a sound thinker who plans and produces good, hard selling advertising that adds up to profit—This man has advanced beyond the trainee stage—a salary commensurate to the job to be done will prove to be a sound investment. He's 46 . . . and prefers the south or Ohio.

For full detailed information write:—
P. C. Rouse, P.O. Box 232, Ravenna, Ohio

DISTRICT SALES MANAGER—Successful, 50-year-old concern, manufacturing and selling an established product in the farm field, has opening for district sales manager. Compensation: Salary—expenses—commission on all sales in territory. Qualifications: Proven managerial and sales ability. (Experience in the farm field helpful but not essential.) Duties: Complete supervision and responsibility for maintaining and building territorial sales force, including recruiting, hiring and training of new personnel. Write (only) in detail, outlining your qualifications, experience and business background, to H. L. Hicks, Jr., Graybar Building, 420 Lexington Avenue, New York 17, N. Y.



SUCCESSIONS: Eugene S. Duffield (right), senior vice-president, Publications Division, McGraw-Hill Publishing Co., has resigned to become assistant publisher of *The Cincinnati Enquirer*. He is replaced by Paul Montgomery (center) who was publisher of *Business Week*. Elliott V. Bell (left), executive committee chairman, succeeds latter.

and office. They must spend their time as carefully as their salary."

Cognizant of the fact that *Charm's* reader spends eight hours a day and six days a week on the job, the magazine's editors plan to edit a publication that will feature "good clothes, good cosmetics, good foods, good movies, records and books." Believing that the working woman is less concerned with what it costs than what it can do for her, *Charm's* editors hope to make *Charm* a magazine that will give the "Woman Who Works" a good guide to better living.

Magazine Merchandising Services Published

Publishers of consumer magazines go to great lengths in creating merchandising plans to assist their advertisers in achieving maximum results from their advertising. With this in mind, The Rockmore Co., advertising agency, New York City, has issued the first formalized edition of *Magazine Merchandising Services*, which is to be published annually. This is a listing of the merchandising aids made available by 47 consumer magazines.

The publication lists concrete ways in which advertisers can harness the power of nationally-circulated magazines to influence salesmen, dealers, retail stores, and consumers alike. Such direct helps as letters of introduction to specific trades, lists of magazine readers by localities, panel surveys and studies of reader response to products, are made available to advertisers by some of the magazines represented in *Magazine Merchandising Services*.

Services listed in the publication cover a wide range of merchandising activity. In addition to many unusual activities there are the standard merchandising helps which many publications make available. Many of these services are offered free by the magazines. Where a charge is made or a

minimum space commitment required for participation, the information is listed accordingly in *Magazine Merchandising Services*.

According to Milton M. Rockmore, president of the agency, this is the first time such a comprehensive listing of magazine merchandising services has been made available. The annual stems from an agency service initiated by The Rockmore Co. last year when it published the "Merchandising Almanac." This listed the merchandising aids of 22 magazines. Mr. Rockmore stated that within a few days of the announcement of the "Almanac" in the press, requests were received from 573 advertising agencies, 141 advertisers, 82 publishers, 27 public libraries, 17 universities, the United States Department of Commerce, and other sources.

At this point, Mr. Rockmore felt, his company was faced with the clearest evidence that what had started purely as a service was an essential tool of the advertising profession. A number of conferences with publishers followed and it was decided to publish *Magazine Merchandising Services* on an annual basis.

Each magazine whose services are listed pays \$65 for its page. Every advertising agency in the United States and Canada, including branch offices, is receiving a complimentary copy of *Magazine Merchandising Services* through the courtesy of the listed publishers. Others may obtain copies at the subscription price of \$1 each by writing The Rockmore Co., 37 West 57th Street, New York 19, N. Y.

Politz Cumulative Study for Life

Results of a cumulative audience study which adds a new dimension to magazine audience measurement have been announced by Andrew Heiskell, publisher of *Life*.

"For the first time in publishing



LIFE'S AUDIENCE study discussed by Alfred Politz (left) with Edward L. Miller (right), *Life's* research director.

history," Mr. Heiskell said, "advertisers, agencies and others interested in media research can see the specific readership accumulation developed by a magazine over a period of weeks or months.

"The new survey, just completed for *Life* by Alfred Politz Research, Inc., shows that a cumulative audience reached by *Life* in from one to 13 average issues over a 26-week period grows from 23,950,000 readers for one issue successively to 34,400,000 for two issues; 52,500,000 for six issues; 59,350,000 for 10 issues; 62,600,000 for 13 issues," Mr. Heiskell said.

"For the first time in magazine audience studies this research was correlated to Audit Bureau of Circulations figures as a check on accuracy. People interviewed in the sample were questioned on the source of the *Life* issues they read. The answers of those who bought copies on newsstands or by subscription were projected and compared with ABC figures. The Politz figures have proved so accurate that differentials between ABC and Politz figures have been within two percent," said Mr. Heiskell.

"The Politz study, showing as it does, the different audiences both in size and characteristics reached by a single issue through 13 over a 26-week period broadens the field of magazine readership study from the limits of the audience reached through analysis of a single issue.

"Should a campaign run three or six or 26 times to cover the available customers in the audience of a given magazine?" asked Mr. Heiskell. "For the first time such information is available as a result of the survey.

"The Politz study, with its accurate picture of the cumulation of magazine readers, in addition to specific statistical breakdowns of market information checked against rec-

ognized sources of information such as the United States Census Bureau, offers advertisers more detailed data to use on specific sales and distribution problems and objectives than has ever been available to them from any medium.

"The Politz findings, in addition to confirming that the audience of a magazine 'turns over,' that it accumulates and changes week by week, also gives exact documentation of audience characteristics never before available to advertisers from any medium."

Mr. Politz said, "The study of *Life's* cumulative and repeat audi-

ences constitutes a new and important dimension in advertising. Technically, the huge three-way undertaking represents a decided step forward in the application of psychological and sociological principles to market surveys. Out of it have come new techniques and new knowledge that will benefit all national advertisers by enabling a medium to define its market in terms as realistic as an advertising space schedule.

"This *Life* survey extends a true audience measurement into an area where advertisers have had in the past to depend on intelligent guesses."

Do you know how **SAN DIEGO** Retail Sales compare?

Look at 1949-50 Consumer Markets - Standard Rate & Data

Memphis . . .	\$448,000,000	Toledo	\$423,000,000
Syracuse . . .	258,000,000	Nashville . . .	281,480,000
Louisville . . .	464,780,000	Rochester . . .	422,000,000
Hartford	324,600,000	Providence . . .	350,800,000

SAN DIEGO, California . . . \$415,000,000

How BIG is San Diego? Bigger than most people think! Bigger in PEOPLE. Bigger in DOLLARS spent. How do you reach them? The San Diego Union and Tribune-Sun offers the one BEST way to cover this big, busy market thoroughly at low advertising cost.

Ask the West-Holliday man



San Diego
UNION and TRIBUNE-SUN

Morning, Evening and Sunday
in California's New Major Market

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Detroit • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles



WHICHEVER WON readers' votes, Cover Girl or Cover Cake, (McCall's March issue—and returns not yet in), sales staff winners shared honors at celebration luncheon. (Left to right) Oliver Everett, magazine co-ordinator; F. A. Bauer and J. H. Fuller, winners; Cover Girl Phyllis Berquist; A. H. Blight, Jr., winner; G. H. Allen, sales promotion director; O. L. Wiese, McCall's editor, publisher.

MBS Casts TV Before Radio Net Advertisers

The Mutual Broadcasting System will make its stockholders' television stations available to its network advertisers who desire to telecast their programs, it was announced by Frank White, president of Mutual, follow-

ing the annual meeting of the Mutual stockholders in Chicago in April.

Mutual network advertisers will be able to telecast their programs over key television stations now operated by Mutual stockholders in New York City, Chicago, Boston, Washington, D. C., and Hollywood, Calif. These cities, it was pointed out, rep-

resent market areas where now well over half of all television receivers are concentrated. Detailed plans for overall TV service will be announced shortly, and it is anticipated that the same telecasting service will be extended to Mutual's affiliated stations operating in the television field.

The stockholders re-elected Frank White as president, T. C. Streibert, WOR, as chairman, Thomas F. O'Neil, Yankee Network, as vice-chairman, and A. N. Hult as vice-president in charge of sales. All other Mutual officers and directors were re-elected.

At the regular quarterly meeting of the Mutual board of directors which followed, the directors approved an increased budget for the year to expand the programming and promotional activities of the network, which now numbers 540 stations.

Mr. White also announced that the Mutual board of directors "have authorized me to say that no offers for the purchase of the Mutual network are being either entertained or sought."

Better Homes and Gardens Color Scheme Promotion

Thirty-four of the Nation's leading department stores tied in with the four-page four-color editorial, "Color Schemes—Personally Yours," featured in the April issue of *Better Homes and Gardens*.

The article is based on the theme that "the colors in your home are the background against which friends and guests see you. Room colors can make you more attractive—if they are the right colors for you."

Color schemes for red, brunette, blondes, brown and silvery hair are illustrated in the article.

Merchandising aids for the April point-of-promotions, including giant four-color blow-ups of the editorial, April cover blow-ups and radio spots and layouts for newspaper ads, were furnished by the magazine.

Special four-color display cards are being used to tie-in fabrics, furnishings and cosmetics departments to the editorial.

The co-operating stores, which are listed in the April *Better Homes and Gardens*, have featured the article in inside and window room reproductions and island and counter displays.

Media & Agency Appointments

James Riddell has been named president of WXYZ, Inc., Detroit, a wholly-owned subsidiary of the American Broadcasting Co. It oper-

A SHORT, SAD STORY

Gunthorpe was a top notch salesman for the Cratchit Co. Poor Gunthorpe passed away just about the time competitive selling replaced order taking. He went to heaven and then came back to earth reincarnated as a paper clip.

Gunthorpe's boss was a typical sales manager who believed in holding down expenses. He decided to keep on using Gunthorpe even though he was only a paper clip. So, for several years he just hooked Gunthorpe onto his letterhead and sent him around to his old custom-

ers. Gunthorpe didn't mind the work. All he had to do was hang onto a couple of order blanks and try to get them safely back to the office. As time went by, Gunthorpe kept getting more bent and rusty and fell off the order blanks more frequently.

Now the sad part of our story: Many sales managers are still sending out rusty order takers as salesmen. They had better correct this situation now, because their competitors have changed from using rusty order takers to using sharp, intelligent salesmen.

A SHORT, GLAD STORY

Recently, Gunthorpe's boss discovered that orders were dwindling to nothing. One day the sales manager received *SALES REVIEW* and laid it down right on top of rusty, old Gunthorpe. Next day he had a chance for some important business. Through force of habit he picked up Gunthorpe, clipped him on the letters and sent him away. The sales manager didn't think he would get this business because of stiff competition.

To his surprise, back came Gunthorpe with the order. Surprise became amazement when he noticed Gunthorpe was no longer rusty, but was quite bright and shiny as he firmly held the signed contract.

"How come?" he cried. Gunthorpe told him, "All night that copy of *SALES REVIEW* was lying on top of me. I

started reading *SALES REVIEW*, a monthly digest of the latest and best written or spoken material about selling. It was quick and easy to read, interesting, enjoyable and helpful and I came across many things I ordinarily wouldn't know unless I read about 500 magazines and speeches a month. The more I read the brighter and more polished I became."

And here's the glad part of our story: At no cost or obligation you can test *SALES REVIEW* to your sales force. You can determine its value to your company (without cost) as a sales aid or sales promotion piece. People who read *SALES REVIEW* benefit from the regular flow of new ideas that keep them looking forward to each new issue. Better inquire right away.

SALES REVIEW

417 NORTH DEARBORN ST., CHICAGO 10, ILL., SUPERIOR 7-5578



"ESKY" statuette of *Esquire's* trade mark is one of a new line of merchandising aids to increase sale of *Esquire*-advertised products.

ates WXYZ, WXYZ-FM and WXYZ-TV, ABC's owned and operated stations in Detroit . . . Clarence L. Doty is now manager of WJZ and WJZ-TV, ABC's New York City stations. Earl Salmon has been named sales manager of these stations . . . Ted Cott has become manager of the National Broadcasting Company's owned and operated stations, WNBC, WNBC-FM and WNBZ, New York City. He succeeds Thomas B. McFadden, now manager of NBC's KSNB, Hollywood, Calif. . . . Fred Klaner has been elected executive vice-president and general manager of *Field & Stream*. He was formerly vice-president and advertising director, and for the last 35 years has been associated with the publication . . . Marshall Haywood, Jr., has been elected president of Electrical Publications, Inc., publishers of *Electric Light and Power* and *Electrical Dealer* magazines. C. W. Leihy, executive vice-president of the company, assumes the duties of publisher of the two papers. J. H. Thompson is to have responsibility of sales direction in all territories . . . D. C. Stewart is appointed secretary and general manager of Kenyon & Eckhardt, Inc. . . . Oliver M. Presbrey rejoins Batten, Barton, Durstine & Osborn, Inc., and will head the account group on Curtis Publishing Co. . . . Larry Schwartz, partner in The Wexton Co., has been appointed to the advisory board of the U. S. Marketing Council which advises all manufacturers in Marshall Plan countries who are participating in the program to increase sales in the United States \$100,000,000 annually.

Mission Accomplished! An Advertising Success Story



How a Prominent Cleanser and Scourer* Captured a Bigger Portion of the Houston Market

● During the course of the Continuing Consumer Panel conducted in Houston by Alfred Politz, Inc., of New York, we have obtained three separate periodic Reports. Here, in graphic form, is one of many thought-provoking success stories of different products revealed by these Politz Reports:

	Report No. 1 (April 1 to Sept. 30, 1948)	Report No. 2 (Oct. 1 to March 31, 1949)	Report No. 3 (April 1 to Sept. 30, 1949)
Product's* Per Cent of Houston Market	8.3	9.9	13.4
Advertising Performance	No advertising	HOUSTON POST "Parade" exclusive	HOUSTON CHRONICLE exclusive
RESULT: An increase of 61% in number of Houston homes stocking this product in a period of only one year!			

● This is just one of scores of products which have won acceptance in the South's No. 1 market by use of the South's No. 1 newspaper. Let us show you how you can accomplish *your* sales mission in Houston — faster and at less cost.

*Name of product will be furnished upon request.

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. MCCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 37 CONSECUTIVE YEARS

HIGH SPOT CITIES

Retail Sales Forecast for May 1950

The volume of retail sales in the United States in May of 1950 will total almost \$11.0 billion, about 2% above the level reached in the same month last year. The bulk of this increase is due to an additional selling day falling in May of 1950, but even aside from this technical adjustment, current sales activity is still being maintained at high levels. In view of slightly declining price trends on many consumer items, the current sales volume, in physical units, undoubtedly exceeds that of last year.

The greatest gains, of course, are still being registered by retailers in hard goods lines (autos, radio and television, home furnishings, etc.), supported by the continuing G. I. insurance dividend payments, the high rate of completions of new dwelling units, and the growing volume of consumer credit.

The Department of Commerce release of its official estimates of monthly retail sales in 1949 gives us a chance to compare them with the forecasts published here over the past year.

1949	Forecast (Bils. \$)	Actual (Bils. \$)
January	10.0	9.3
February	9.5	8.9
March	11.2	10.5
April	11.0	11.1
May	10.7	10.8
June	10.7	10.8
July	10.1	10.2
August	10.6	10.6
September	10.8	11.0
October	11.3	11.1
November	11.0	10.9
December	12.7	12.8
Monthly Average	10.8	10.7

On the whole our average error was about 1%. Total retail sales for 1949 amounted to some \$128 billion. We draw the attention of our readers to the fact that sales totals for 1949

will be available in the forthcoming SALES MANAGEMENT *Annual Survey of Buying Power* for all cities listed below (and for many more plus all counties.)

Those states reporting above-average sales performance this month (as compared with last year) include Alabama, Arkansas, Colorado, Delaware, Florida, Idaho, Louisiana, Maryland, Mississippi, Montana, Nebraska, New Mexico, Oklahoma, South Carolina, Texas and Wyoming.

The leading cities, those with a city-national index well above average (for this May compared with May, 1949) are: Hempstead Township, N. Y., 115.3; Albuquerque, N. M., 115.0; Lynn, Mass., 115.0; Lubbock, Texas, 114.6; Albany, N. Y., 113.2; Bakersfield, Calif., 112.9; Billings, Mont., 112.0; Orlando, Fla., 112.7; Tampa, Fla., 111.2; Salem, Ore., 110.2; Royal Oak-Ferndale, Mich., 110.0; Boise, Idaho, 109.8; St. Petersburg, Fla., 109.8; Flint, Mich., 109.3; Austin, Texas, 109.2; Columbia, S. C., 109.0; Hartford, Conn., 108.7; Butte, Mont., 108.2; El Paso, Texas, 108.2.

Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1950 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show

a gain of 300% over the same 1939 month.

The second figure, "City Index, 1950 over 1949," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1950 over 1949," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1949 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for May, 1950)

	City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) May 1950
UNITED STATES				
	296.9	102.0	100.0	10978.00
Alabama				
★ Birmingham ...	444.3	102.9	100.9	39.14
★ Gadsden	466.4	102.2	100.2	5.13
Mobile	445.8	90.1	88.3	12.08
★ Montgomery ...	415.1	106.5	104.4	11.29

SALES MANAGEMENT

YOUR BEST BUY TO

SELL WOMEN

IN OREGON...



THE OREGONIAN shows women new way to rinseless washings...

DEALERS CLEAN UP IN CASH SALES!

Proved again and again...The Oregonian gets immediate *action*, builds more *sales* for its advertisers. Women...tens of thousands *more women*...read The Oregonian, *believe* it...and ACT! Recently, Oregonian Hostess House page featured a revolutionary new rinseless way to wash clothes. "What is the name of this wonder detergent?" women wanted to know right away ...1,242 of 'em called in just three days! SURF distributors were flabbergasted at the immediate upsurge in SURF sales. Because it reaches more customers... *your customers*... *The Oregonian is your best buy to sell women!* First in circulation, first in influence with women, first in advertising results... that's The Oregonian!

the Oregonian

PORTLAND, OREGON

100th
year

The Great Newspaper of the West

BUY-WORD

OF OREGON WOMEN!

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.



MAY 1, 1950

ILLINOIS' FIRST Preferred City Market

SALES MANAGEMENT'S current "High Spot City" figures reveal that CHAMPAIGN-URBANA is once again the top "Preferred-City-of-the-Month" in the State of Illinois, with the highest City-National Index in the state . . . meaning that CHAMPAIGN-URBANA'S retail sales are higher in comparison to last year than those of any other Illinois city. In addition to its 51,500 multiple-city population, CHAMPAIGN-URBANA is the home of the University of Illinois with 19,497 enrollment and Chanute Air Base with 14,000 officers and men. Sell this market and its \$120,000,000 trading area with the 28,254 circulation (ABC) of the—

News-Gazette
CHAMPAIGN-URBANA, ILL.

Representatives

TEXAS DAILY PRESS LEAGUE

This is what we mean by a PLUS

	Middletown	U. S.	Middletown Plus
Per Capita Income	\$1,546	\$1,289	\$257
Per Family Income	\$5,651	\$4,531	\$1,301
Per Family Retail Sales	\$4,090	\$3,131	\$959

The Middletown Press offers 100% coverage of the city zone . . . better than 70% coverage of the entire Greater Middletown market (Middlesex County), where income averages \$5,041 per family, \$1,468 per capita. No combination of outside newspapers can sell your products in this market.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES (S.M. Forecast for May, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	May
1949	1949	1949	1950

Arizona

Phoenix	487.0	101.7	99.7	20.55
Tucson	389.4	92.9	91.9	8.10

Arkansas

★ Fort Smith	398.6	103.9	101.9	5.54
★ Little Rock	522.4	102.2	100.2	18.86

California

★ Bakersfield	457.3	115.2	112.9	14.04
★ Berkeley	283.8	105.1	103.0	8.57
★ Fresno	385.9	107.8	105.7	18.10
★ Long Beach	503.2	104.0	102.0	37.99
★ Los Angeles	353.3	101.0	99.0	243.36
★ Oakland	278.6	97.9	96.0	44.36
★ Pasadena	346.5	102.4	100.4	16.84
★ Riverside	375.9	103.1	101.1	5.75
★ Sacramento	356.2	108.5	106.4	24.79
★ San Bernardino	367.6	102.1	100.1	8.75
★ San Diego	383.2	100.1	98.1	32.23
★ San Francisco	336.1	104.0	102.0	113.46
★ San Jose	427.5	102.8	100.8	17.40
★ Santa Barbara	279.5	99.3	97.4	5.73
★ Stockton	326.0	98.6	96.7	10.66

Colorado

★ Colorado Springs	391.9	103.8	101.8	7.25
★ Denver	343.2	104.6	102.5	53.74
★ Pueblo	376.5	103.7	101.7	7.53

Connecticut

Bridgeport	241.5	91.4	89.6	15.65
★ Hartford	264.9	110.9	108.7	25.33
Middletown	200.0	97.6	95.7	2.10
New Haven	221.4	99.3	97.4	17.00
★ Stamford	349.4	102.8	100.8	8.35
Waterbury	250.8	92.9	91.1	9.63

Delaware

★ Wilmington	261.9	105.9	103.8	14.98
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District of Columbia

★ Washington	249.9	107.1	105.0	88.57
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Florida

★ Jacksonville	390.9	108.4	106.3	25.45
★ Miami	387.3	104.7	102.6	35.17
★ Orlando	459.3	115.0	112.7	10.61
★ Pensacola	394.0	108.5	106.4	5.87
★ St. Petersburg	468.6	112.0	109.8	13.45
★ Tampa	381.5	113.4	111.2	15.49

Let's Talk About DRUGS

38% above U.S. Family Average

Drug sales in Salem average \$123 per family — against \$89 nationally.

This big margin of superiority emphasizes Salem's true city zone proportions . . . 38,300 families in Salem and surrounding communities—with the highest buying power in Essex County—whose drug sales average \$100 all across the market, peaking to \$123 in the city stores.

THE SALEM EVENING NEWS

Salem, Mass.

Represented by
The Julius Mathews Special Agency, Inc.



TESTING

A wide variety of occupations. High incomes in all brackets. Lynn and the wealthy North Shore comprise a natural test market! And the LYNN ITEM is ready with an experienced staff to cooperate in every way!

GET RESULTS

In **LYNN**

with the

ITEM

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for May, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	May
1939	1949	1949	1950

Georgia

★ Atlanta	340.0	103.6	101.6	51.54
Augusta	338.5	100.9	98.9	7.48
★ Columbus	376.6	104.4	102.4	7.87
Macon	357.2	98.9	97.0	7.93
Savannah	345.4	97.3	95.4	10.50

Hawaii

Honolulu	392.0	99.0	97.1	27.60
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Idaho

★ Boise	350.8	112.0	109.8	6.84
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Illinois

Bloomington ...	302.3	101.0	99.0	5.26
★ Champaign-				
Urbana	327.9	108.1	106.0	7.18
Chicago	278.1	101.5	99.5	370.68
Danville	327.3	100.8	98.8	5.40
★ Decatur	290.8	103.5	101.5	8.20
★ East St. Louis ..	337.3	103.0	101.0	7.86
★ Moline-Rock				
Island-E. Moline	328.3	103.6	101.6	10.80
Peoria	302.2	100.6	98.6	16.26
Rockford	321.0	96.7	94.8	12.39
Springfield ...	287.0	99.3	97.4	10.36

Indiana

★ Evansville	370.0	107.3	105.2	14.71
Fort Wayne ...	293.1	99.0	97.1	14.51
★ Gary	369.3	102.6	100.6	14.07
Indianapolis ...	328.6	100.9	98.9	54.55
Muncie	335.5	100.5	98.5	6.71
South Bend ...	340.8	101.8	99.8	14.38
Terre Haute ...	286.5	100.3	98.3	8.51

Iowa

Cedar Rapids ..	316.1	100.0	98.0	9.24
Davenport	306.0	95.3	93.4	9.24
★ Des Moines ...	339.4	103.9	101.9	24.57
Sioux City	310.1	101.2	99.2	10.73
★ Waterloo	368.8	106.3	104.2	9.22

Kansas

Hutchinson ...	323.8	87.1	85.4	4.63
★ Kansas City ...	467.0	102.9	100.9	14.43
★ Topeka	472.7	106.1	104.0	13.14
★ Wichita	513.7	102.6	100.6	24.04

Kentucky

Lexington	312.4	90.8	89.0	9.09
★ Louisville	348.7	102.8	100.8	40.21

Louisiana

★ Baton Rouge ..	578.4	108.1	106.0	14.17
★ New Orleans ..	397.7	105.4	103.3	54.96
Shreveport	348.3	100.5	98.5	14.42

Maine

Bangor	247.5	98.6	96.7	4.43
Portland	249.1	100.0	98.0	5.58
Portland	250.7	96.9	95.0	10.13

RETAIL SALES (S.M. Forecast for May, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	May
1939	1949	1949	1950

Maryland

★ Baltimore	292.7	102.6	100.6	97.92
★ Cumberland ...	269.1	103.5	101.5	5.06

Massachusetts

★ Boston	212.1	103.1	101.1	91.54
Fall River	240.4	101.5	99.5	8.56
★ Holyoke	271.0	103.4	101.4	5.23
Lawrence	212.4	99.8	97.8	6.69
★ Lowell	316.2	106.2	104.1	8.60
★ Lynn	256.2	117.3	115.0	9.35
New Bedford ..	246.8	98.4	96.5	8.86
Pittsfield	229.4	98.2	96.3	4.91
★ Salem	207.5	103.1	101.1	3.61
Springfield	260.1	98.1	96.2	19.17
Worcester	225.9	100.2	98.2	18.46

Michigan

Battle Creek ..	354.9	101.9	99.9	7.63
Bay City	346.6	99.8	97.8	6.61
★ Detroit	392.6	102.5	100.5	229.92
★ Flint	314.4	111.5	109.3	19.87

A \$4,940,000 BULGE in Our Waistline!

From one end of the Pittsfield Metropolitan County market to the other, food purchases average \$252 per capita . . . to total \$32,813,000. Compared with the national average, the market is far above par—with a \$4,940,000 bulge in its waistline.

Interested? Of course . . . but there's more to the story. The Berkshire Eagle enables you to get your full share of this plus business at truly low cost by offering this superb coverage—125% in the city zone, 119% throughout the entire ABC market.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented by

The Julius Mathews Special Agency, Inc.

We take a GOOD picture...

Family retail sales in Holyoke stores are \$727 above the national average—and \$592 above the Massachusetts average.

This broad plus brings the true proportions of the Holyoke market into sharp focus . . . a concentrated city zone population of 114,000 . . . 30,700 families . . . with \$143,437,000 income and \$93,802,000 retail sales. Family income throughout the entire city zone is above average, too—\$4,672.

Sell these families through their newspaper — the Transcript Telegram, which gives marketwide coverage with more than 25,000 copies, evenings.

The Holyoke Transcript Telegram

Represented Nationally by

The Julius Mathews Special Agency, Inc.

The POST Maintains a Cooperative Service and Merchandising Department

Each week The POST publishes a list of National Brand food store products in a newsy, sparkling, eye-catching ad. Point-of-sale material is distributed and special emphasis is given to tie-in ads. Dealers love it ... and so will you.

*Plus outstanding
merchandising support*

Write for **BRAND PREFERENCE SURVEY**



WARD-GRIFFITH COMPANY
Representatives

HIGH SPOT CITIES

RETAIL SALES (S.M. Forecast for May, 1950)

	City Index 1950 vs. 1939	City Index 1950 vs. 1949	Nat'l Index 1950 vs. 1949	\$ (Million) May 1950
Grand Rapids .	345.4	100.4	98.4	24.56
Jackson	337.8	100.3	98.3	8.31
Kalamazoo	349.2	100.5	98.5	11.07
Lansing	362.4	100.0	98.0	14.86
Muskegon	385.5	85.9	84.2	7.98
Pontiac	361.9	97.8	95.9	10.42
★ Royal Oak- Ferndale	306.7	113.2	110.0	6.97
★ Saginaw	258.2	102.0	100.0	8.16

Minnesota

Duluth	254.1	89.0	87.3	10.75
Minneapolis ...	298.2	98.6	96.7	70.70
★ St. Paul	300.5	102.2	100.2	44.35

RETAIL SALES (S.M. Forecast for May, 1950)				
City Index 1950 vs. 1939	City Index 1950 vs. 1949	Nat'l Index 1950 vs. 1949	\$ (Million) May 1950	

Mississippi

★ Jackson	481.7	105.5	103.4	11.08
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Missouri

Kansas City ..	330.8	97.2	95.3	65.50
St. Joseph ...	329.8	97.0	95.1	8.41
St. Louis	323.5	101.1	99.1	100.73
★ Springfield	368.1	102.1	100.1	8.43

Montana

★ Billings	351.2	114.2	112.0	5.76
★ Butte	300.5	110.4	108.2	6.64
★ Great Falls ...	313.3	103.6	101.6	5.64

Nebraska

★ Lincoln	336.6	103.2	101.2	11.58
★ Omaha	325.6	102.1	100.1	30.22

Nevada

Reno	275.6	99.9	97.9	5.54
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New Hampshire

★ Manchester ...	282.5	102.6	100.6	8.39
Nashua	287.4	101.1	99.1	3.08

New Jersey

★ Atlantic City .	247.1	104.4	102.4	9.71
★ Camden	265.4	105.4	103.3	11.52
★ Elizabeth ...	289.6	105.5	103.4	11.47
Jersey City- Hoboken	210.2	99.5	97.5	21.44
★ Newark	264.0	102.0	100.0	57.94
Passaic-Clifton .	283.9	101.3	99.3	11.64
★ Paterson	274.6	105.1	103.0	16.64
★ Trenton	288.4	105.7	103.6	16.61

New Mexico

★ Albuquerque ..	549.8	117.3	115.0	11.27
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New York

★ Albany	274.8	115.5	113.2	18.33
★ Binghamton ..	243.9	105.7	103.6	9.12
★ Buffalo	243.3	104.0	102.0	53.60
★ Elmira	238.8	102.3	100.3	5.66
★ Hempstead Township ...	397.8	117.6	115.3	41.41
Jamestown ...	212.4	94.5	92.6	3.93
★ New York	246.2	103.7	101.7	91.92
Niagara Falls ..	240.7	92.9	91.1	7.51
Rochester	231.6	97.9	96.0	34.65
Schenectady ..	251.8	100.6	98.6	9.92
Syracuse	233.2	98.6	96.7	21.73
★ Troy	243.7	103.5	101.5	7.31
Utica	237.2	101.6	99.6	9.44

PASSAIC-CLIFTON

is your best sales opportunity in North Jersey the whole year around. A recognized one-city market of 126,900* population, Passaic-Clifton leads all other major North Jersey markets in per-family income—with an average of

\$5,876*

One newspaper—and only one—offers adequate advertising coverage of the 300,000 people of the Passaic-Clifton trading territory. North Jersey's largest circulation exerts greater advertising influence on greater per-family income.

*Sales Management

THE HERALD-NEWS

Passaic-Clifton, N. J.

Largest North Jersey Circulation

50,117 — ABC Annual Audit — 1949

The Julius Mathews Special Agency



ANNOUNCEMENT



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San Francisco
Los Angeles

Contact A Branham-Man
for Information on The
SHEVILLE CITIZEN-TIMES
and Its Rich, Important
Western North Carolina
Market Region

RETAIL SALES (S.M. Forecast for May, 1950)				
City Index	City Index	City Nat'l Index	\$ (Million)	
1950	1950	1950	vs. 1939	vs. 1949
1939	1949	1949	1950	May

North Carolina

Asheville	380.4	100.0	98.0	8.14
★ Charlotte	401.9	103.6	101.6	16.84
Durham	362.1	97.5	95.6	7.93
★ Greensboro	404.9	103.8	101.8	9.96
★ Raleigh	442.4	108.2	106.1	9.91
★ Salisbury	395.9	104.7	102.6	3.88
Wilmington	365.9	99.0	97.1	4.72
★ Winston-Salem	383.7	107.8	105.7	9.86

North Dakota

Fargo	349.4	97.9	96.0	6.29
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Ohio

Akron	314.5	101.0	99.0	30.03
Canton	300.2	91.6	89.8	13.84
Cincinnati	279.1	99.1	97.2	56.61
Cleveland	288.1	98.4	96.5	106.57
★ Columbus	321.1	104.7	102.6	44.99
Dayton	292.1	97.1	95.2	27.37
Mansfield	278.8	91.3	89.5	5.27
Springfield	306.7	100.1	98.1	8.28
Toledo	284.4	97.2	95.3	32.93
Warren	311.5	97.3	95.4	5.95
Youngstown	271.1	98.0	96.1	19.03

Oklahoma

★ Bartlesville	337.5	105.9	103.8	2.43
★ Muskogee	331.6	106.4	104.3	3.78
★ Oklahoma City	364.7	103.3	101.3	29.47
Tulsa	331.7	96.5	94.6	19.80

Oregon

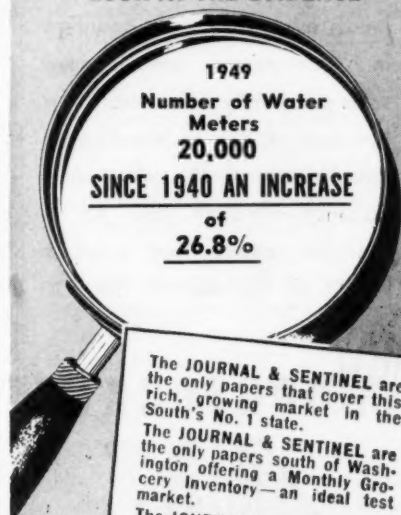
Eugene	336.5	98.0	96.1	5.35
Portland	322.2	97.1	95.2	52.07
★ Salem	297.2	112.4	110.2	5.32

Pennsylvania

Allentown	266.8	96.8	94.9	11.42
Altoona	237.9	89.5	87.5	6.71
★ Bethlehem	294.8	105.0	102.9	5.63
★ Chester	346.3	102.3	100.3	8.00
Erie	281.4	96.6	94.7	11.96
★ Harrisburg	307.2	104.2	102.2	13.61
Johnstown	271.5	94.4	92.5	8.58
★ Lancaster	275.8	106.9	104.8	8.66
★ Norristown	261.1	102.4	100.4	3.89
Oil City	189.5	92.6	90.8	1.63
★ Philadelphia	284.0	104.1	102.1	191.61
Pittsburgh	266.7	101.3	99.3	79.17
★ Reading	279.9	107.5	105.4	13.49
★ Scranton	244.0	104.4	102.4	12.08
Wilkes-Barre	255.3	94.9	93.0	9.32
York	259.3	92.2	90.4	6.82

THERE'S CONCENTRATED BUYING POWER IN WINSTON-SALEM

LOOK AT THE EVIDENCE



The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers south of Washington offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers that completely blanket an important, 8-county segment of North Carolina.

YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY SMITH COMPANY

CHECK FACTS
Before You Decide
Norristown Can Be
Sold With The
Thin Coverage
Offered By
Philadelphia
Newspapers . . .

Philadelphia's fringe area circulation just can't sell the Norristown market so thoroughly covered and so thoroughly sold by the Times Herald's concentrated penetration into 9 out of 10 city zone homes! Be sure to include Norristown in your next sales planning for Montgomery County!

**NORRISTOWN^{Pa}
TIMES-HERALD**

Represented Nationally By The
Julius Mathews Special Agency

Drug Sale Bonanza

Plenty of money changes hands over drug store counters in Woonsocket, where drug sales per family consistently top the rest of Rhode Island. Get your share of this drug sale bonanza—through your ad in the one paper that reaches 99.7% of this market, the

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives:

Gilman, Nicoll & Ruthman

I am available to solve your market research problems.

Two years' experience with nationally known truck manufacturer handling sales promotion distribution.

Bachelor of Business Administration and Master of Business Administration degrees. Specialized college training in the fields of marketing research, advertising and statistics. Vet. Box 2695, Sales Management.

MANUFACTURERS REPRESENTATIVE GRADUATE MECHANICAL ENGINEER

With manufacturing and industrial accounts in Chicago and surrounding territory has available time to devote to the promotion and sale of additional engineering products. Please include sales information with reply. Box 2633, SALES MANAGEMENT.

FRANCHISE REPRESENTATIVE

Has specialized in this field for the past ten years. Fully familiar with all phases of signing agreements, sales training, sales promotion, advertising and other activities leading to the development of strong profitable franchise operations. Terminating present connection May 15. Box No. 2700, Sales Management.

HIGH SPOT CITIES

RETAIL SALES (S.M. Forecast for May, 1950)

City Index 1950	City Index 1950	City Nat'l Index 1950	\$ May (Million)
vs. 1939	vs. 1949	vs. 1949	1950

Rhode Island

★ Providence	242.8	102.2	100.2	28.17
Woonsocket	...	247.6	99.3	97.4	4.21

South Carolina

★ Charleston	379.7	103.2	101.2	9.72
★ Columbia	371.9	111.2	109.0	10.86
★ Greenville	452.6	104.1	102.1	10.41
★ Spartanburg	...	436.0	102.4	100.4	7.15

South Dakota

★ Aberdeen	425.3	102.2	100.2	3.53
Sioux Falls	...	405.4	96.3	94.4	8.31

Tennessee

★ Chattanooga	...	325.0	102.2	100.2	15.99
★ Knoxville	358.8	99.0	97.1	16.65
★ Memphis	341.9	105.7	103.6	40.76
★ Nashville	356.9	108.6	106.5	25.27

Texas

★ Amarillo	418.1	108.1	106.0	9.70
★ Austin	435.8	111.4	109.2	15.34
★ Beaumont	408.6	103.0	101.0	10.87
★ Corpus Christi	...	339.5	107.6	105.5	9.54
★ Dallas	430.6	103.0	101.0	65.49
★ El Paso	395.3	110.4	108.2	13.60
★ Fort Worth	...	415.0	102.4	100.4	33.95
★ Galveston	359.2	101.0	99.0	7.85
★ Houston	434.6	98.8	96.9	74.18
★ Lubbock	398.4	116.9	114.6	7.41
★ San Antonio	...	371.0	108.5	106.4	33.61
★ Waco	348.8	107.1	105.0	7.57
★ Wichita Falls	...	382.1	105.1	103.0	7.91

RETAIL SALES (S.M. Forecast for May, 1950)

City Index 1950	City Index 1950	City Nat'l Index 1950	\$ May (Million)
vs. 1939	vs. 1949	vs. 1949	1950

Utah

Ogden	356.4	98.3	96.3	6.13
★ Salt Lake City	...	348.4	102.8	100.8	23.24

Vermont

Burlington	271.8	100.5	98.5	4.05
Rutland	270.3	97.5	95.6	2.73

Virginia

★ Lynchburg	269.0	102.4	100.4	5.03
Newport News	..	340.4	94.2	92.4	5.65
★ Norfolk	366.3	107.0	104.9	20.51
★ Portsmouth	...	414.5	104.9	102.8	6.01
★ Richmond	334.7	98.7	96.8	31.90
★ Roanoke	371.5	105.2	103.1	11.85

Washington

★ Seattle	391.6	104.4	102.4	71.86
Spokane	327.9	99.9	97.9	18.92
Tacoma	351.8	98.0	96.1	17.06
Yakima	329.9	94.8	92.9	6.63

West Virginia

Charleston	286.5	93.4	91.6	11.03
Huntington	...	284.7	96.4	94.5	7.83
★ Wheeling	310.0	102.6	100.6	8.71

Wisconsin

Appleton	328.4	100.8	98.8	4.63
Green Bay	335.8	98.5	96.6	7.79
Madison	328.6	100.6	98.6	12.06
Milwaukee	347.1	101.2	99.2	88.03
Racine	317.3	92.5	90.7	7.52
Sheboygan	295.6	96.6	94.7	4.73
★ Superior	317.8	105.3	103.2	4.10

Wyoming

★ Casper	429.4	105.8	103.7	4.38
★ Cheyenne	398.3	107.1	105.0	4.82

BOOST YOUR SALES WITH AIR ADS

WE FLY THE NAME—THEY BUY THE SAME!
IN THE AIR—ANYWHERE—



NATIONAL VISUAL BROADCASTING CORP. (N.V.B.C.)

BEACHES • RACE TRACKS • PARKS • PARADES

WHEREVER THE CROWDS MAY BE WE TAKE YOUR MESSAGE TO THEM

NATIONAL VISUAL BROADCASTING CORP.

101 BROAD STREET • ELIZABETH 4, N. J. • PHONE EL 5-9200

SALES MANAGEMENT

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SALES MANAGER AVAILABLE

BUILDING MATERIAL BACKGROUND

A hard-hitting sales executive with initiative, imagination, resourcefulness, vigor and the proven ability to plan, direct and execute seeks an opportunity with a growing, aggressive organization. Over 20 years managerial experience in the building material field covering retail lumber and building material dealers, jobbers, architects, builders, government agencies and industries. Has an excellent record as a volume builder and profit producer. Thoroughly experienced in all phases of sales management.

For resume, reply to Box 2699, SALES MANAGEMENT, 386 FOURTH AVE., NEW YORK 16, NEW YORK.

SALES MANAGER

NEW ENGLAND REPRESENTATIVE

\$10,000 or unusual challenge: age, 37, Boston headquarters. Six years general sales manager of small, specialized business, ten years sales and sales management to distributors, dealers, large and small accounts. Sales promotion manager for large concern. A triple threat; can stimulate and train salesmen, can advertise and promote products, can personally sell and close the tough accounts. Has national publicity and awards. Can set the example as well as guide and direct. Presently employed. Box 2697 Sales Management.

EXECUTIVES—\$6,000 UP

Contemplating a change?

Your personal requirements met through our flexible procedures, affording full protection of your present position. We have the know-how and the nationwide contacts to negotiate successfully for you. Details for the asking, mailed under confidential cover. JEPSON EXECUTIVE SERVICE, 1023 Porter Bldg., Kansas City 2, Mo.

WESTERN SALES MANAGER

Grocery, Drug and Hardware fields. A challenging 18-year record of pioneering unknowns into leaders; administration of sales force. High level contacts with all chains, major distributors. Organize, train and supervise. Sales promotion and advertising. Age 42. Available June 1. Box 2698 SALES MANAGEMENT.

ASST. SALES MGR. — IDEA MAN AVAILABLE

Inspirational, friendly, productive asst. mgr.-ideaman. Outstanding ideas, plans, anal., bulletins, correct., writer, detls, etc. etc. 3 yrs. top SM & Ad exper. Crackerjack, thoro. Young (23), B.B.A. & M.B.A. degrees. Min. sal. \$85. Be glad to visit you. I'm in NYC. Box 2696 Sales Management. Clip this and save.

COMMENT

WHAT EVER BECAME OF THE SUMMER CAMPAIGN?

During the dog days of many a year in the tough thirties, scores of companies plastered some nice-looking figures on the sales sheets by promoting special campaigns during July and August. Rather than being content to allow the sales force to sink into the "innocuous desultude" so often characteristic of the days when the thermometer pushes ninety, they found that ideas, incentives, and advertising organized into a campaign package could take some of the hot-weather sag out of the sales curve.

Even though everybody seems to be feeling a higher competitive pressure than he has experienced since before the war, almost nothing has developed in the way of news about a revival of the good old summer campaign idea. A conspicuous exception is a release last fortnight from General Mills, a company that has just bought 65 summer night-time half-hour radio periods over the full NBC network, to be used for special summer product promotions. It's characteristic of the aggressive selling attitudes in the management of this company that it chooses to move in when others are closing up shop and going fishing.

Clarence Francis of General Foods recently took a healthy sock at all those who seem to have set up a psychological barrier this year for themselves and their companies by a curious, and almost certainly unwarranted acceptance of the idea that business will be good "until June 30." We had already commented on this phenomenon in these pages. We believe this to be a defeatist attitude. We'd like to see a lot more news of the kind reported from General Mills: the trotting out of the tested summer campaign idea to take some positive constructive action in the direction of making it a good *year* rather than merely a good six months.

WORLD DISTRIBUTION CENSUS?

The International Chamber of Commerce has recommended to the United Nations that it explore the possibilities of a uniform census of marketing and distribution to be undertaken by individual companies throughout the world. The Bureau of the Census has already prepared a report on techniques used in the U. S. for the assembly of distribution statistics, with the idea that these methods may be used, at least in part, for a pattern.

The Chamber points out that of all branches of the economy, distribution is one of the least understood, both as a mechanism, and from a statistical standpoint. In scores of countries, not even the most elementary types of market data are available.

As a result of a survey developed from action taken at Montreux in 1947, the Chamber has made several specific recommendations with respect to the direction it believes the market research projects should take. It has suggested inquiry into:

1. General economic data covering such factors as prices, cost of living, national income, business births and mortality, expenditures of family income.
2. Information on the structure and functions of distribution, by industry, type of operation, areas, etc.
3. Data on operation of individual business establishments.

While it may take years to get such a plan into operation, the fact that there has been recognition of the need for basic distribution data as an aid in achieving a freer flow of goods in world markets is of major significance. There is still little appreciation, on the part of the public and many people in Government, of the truth that adequate market facts are to distribution what machine tools are to production.

SALESMEN: TAKE A BOW

Non-sales people are not apt to be so keenly aware as sales people are that nothing happens until something is sold. Because this is true, we would like to call your attention to an innovation in the annual report just issued by Pitney-Bowes, Inc., the postage meter makers.

This year's P-B annual report is dedicated to the salesmen. In the next 10 years, P-B will salute the customer, the stockholder, the supplier, the worker and other groups. Pitney-Bowes' dedication reads:

"To the salesman in Pitney-Bowes—and to the salesman in our free economic system—we dedicate this thirtieth Annual Report, acknowledging with pride and appreciation the dynamic role of the Man with the Briefcase in the growth of our company and in the advance of our country.

"Front-line soldier of our economy, he builds jobs and security, profits and progress—with every order he writes. A proud professional, to whom customer satisfaction means as much as a commission check, the modern salesman is industry's finest emissary. He is an utter stranger to the tragically atypical salesman of Arthur Miller's classic play—a man 'way out there in the blue, ridin' on a smile and a shoeshine.'

"This man is vital, and strong in character. He is intelligent and diligent, resourceful and imaginative, friendly and persuasive. And he has abounding faith in his product, in his company, and in himself. The same kind of faith, indeed, as we place in him."